

CHAPTER 1

1. POLICY AND LEGISLATIVE CONTEXT

1.1 Introduction

According to the **Constitution of the Republic of South Africa (Section 152 and 153)** local government is in charge of the development process in municipalities, and it is in charge of municipal planning. The constitutional mandate to relate its management, budgeting and planning functions to its objectives gives a clear indication of the intended purpose of municipal integrated development planning. The constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across three spheres of government.

White Paper on Local Government gives municipalities responsibility to work with communities and groups within communities to find sustainable ways to their social, economic and material needs and improve the quality of their lives.

Municipal Systems Act 32 of 2000 (MSA) defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. MSA requires the IDP to be strategic and inclusive in nature. The IDP should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming policy framework on which annual budgets are based. The integrated Development Plan must be compatible with national and provincial development plans and planning requirements.

1.2 MEC's Comments

MEC: COMMENTS ON EMFULENI LOCAL MUNICIPALITY'S REVIEWED INTEGRATED DEVELOPMENT PLAN (IDP) FOR 09/10 FINANCIAL YEAR

The Department of Local Government and Housing (DLGH) wishes to congratulate the municipality for the timeous preparation, review and adoption of the final Integrated Development Plan (IDP) for the 09/10 financial year and its subsequent submission for commenting in line with Section 32 of the Municipal Systems Act 32 of 2000. The department further wishes to express appreciation to the municipality for its continuous cooperation and active participation in efforts, through the July-to-July roadmap, aimed at strengthening joint planning and budgeting among the three spheres of government in the pursuit of a globally competitive Gauteng. IDP engagements continue to be a vital platform for intergovernmental alignment and harmonization.

In terms of Section 32 (2) of the MSA, I have concluded that there are no issues requiring amendment in the IDP. However, as part of an ongoing effort to ensure inter-governmental alignment as well as the effective delivery of the developmental mandate of local government, several issues are hereby brought to your attention for consideration in future planning and budgeting. The 2009/10 financial year marks the end of the 2004-2009 term, the beginning of the 2009- 2014 mandate term of provincial and national government; and the mid-term of local government. It represents a moment of interregnum, continuity and change; requiring at times adjustments and revisions to systems, strategies, and priorities.

These comments are therefore structured in three distinct but interlinked sections. The first section highlights key generic issues affecting all municipalities which continue to require attention so as to effectively deliver on the 2006 electoral mandate of local government. This will be followed by a brief outline of the municipal-specific issues, pertinent for elevation in your municipality. Having set the background, the last component of the letter will then unpack the new provincial and national priorities, which, along with the priorities emanating from the 2006 electoral mandate, must guide planning and budgeting henceforth.

Comments/Responses	
SECTION 2: MUNICIPAL-SPECIFIC ISSUES As part of the drive towards the delivery of the 2006 mandate, below is a summary of some of the key issues directly affecting the municipality and thus requiring attention with regards to future planning:	
Legislative Compliance: The IDP demonstrates failure to comply with basic requirements of the Municipal Systems Act. Section 32 (1) (b) of the MSA requires that, when submitting the IDP to the MEG, the Municipal Manager should also submit the following: (1) A summary of the process referred to in section 29 (1); (2) A statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement. However, the IDP was submitted without any of the stated requirements, making it difficult to assess the extent to which provisions of Section 29 (1) of the MSA were complied with. Moving forward, the municipality is urged to take heed of these basic provisions and comply accordingly.	Basic requirements of the Municipality's Act Section 32 (1) (b) would be adhered to. The following will be submitted: (1) A summary of the process referred to in section 29 (1); (2) A statement that the process has been complied with, together with any explanations that may be necessary to amplify the statement
Status of Emfuleni SDF: The Spatial Development Framework (SDF) is a critical instrument which must spatially reference the IDP. Thus reviews to the IDP must inform and be informed by parallel review in the SDF. It is noted that the ELM's SDF has been reviewed as part of a District-wide initiative and is pending council approval. Against this background, the 09/10 IDP has no SDF and as such it is not spatially-referenced. It is critical for future IDP reviews to be accompanied by an SDF so as to locate the IDP within a specific spatial logic.	In terms of legislative requirements, the IDP document should contain a Spatial Development Framework providing land use status quo and preferred development patterns. Thus representing the physical landscape articulation of the overall objectives of the IDP. It appears that the IDP document submitted to the Gauteng Province Government (GPG) did not contain a copy of the Emfuleni SDF as expected; hence the GPG censure. ELM should ensure that the next submission to the GPG include the IDP and SDF documents as one submission.
Service Delivery: The IDP laments the often-impossibility and impracticality of providing waterborne sanitation services to	Construction of water supply to informal settlements (Maplankeng, Magusheng and Plot 105/594, Vereeniging) is completed;

people living in informal settlements and goes further to indicate that the target on eradicating sanitation backlog will never be achieved. However, concrete challenges blocking progress in this regard are not enunciated. The service delivery targets were set as a means of creating a humane society and ensuring decent living conditions for all. The municipality must marshal resources towards ensuring that the sanitation backlog of 11 200 units in informal settlements are eradicated.	Extension of the emergency water supply to the Boiketlong informal settlement was completed in October 2009; Extension of sewer lines and installation of sewer connections in Evaton Small Farms and Zone 6 is completed; Bucket systems in formalized townships were eradicated; A service provider was appointed and all full private VIP toilets were emptied; Extension of temporal sanitation intervention through the provision of 30 chemical toilets in the informal settlement in Evaton North. The abovementioned initiatives are indications of the municipality's efforts towards addressing the water & sanitation backlogs.
<u>Provision of services to people living in privately-owned land:</u> The IDP expresses a huge concern about the more than 63 500 backyard dwellers, primarily located in Evaton, who continue receiving services at the mercy of landlords. Citing challenges around private land ownership, the municipality's IDP points out that it cannot provide services to these 63 000 households, While it is accurate that the municipality cannot provide services to people on privately owned land, it is the ELM's responsibility to engage land owners to ensure that all citizens have access to basic services. Furthermore, the municipality must explore the development and enforcement of by-laws that will ensure that backyard dwellers have access to these basic services.	The different ELM Departments, are in process to rectify the audit matters as indicated by the AG report in order to comply with the legislative framework. However with regard to the legalization of rental agreements, the process may take longer than a few months. The problem of legalization of occupation (entering into lease agreements), is quite extensive and the legal processes may take longer than anticipated. For example where the occupant does not respond to the request for legalization or payment of certain fees, further legal processes like eviction processes must be followed. Such processes can again take months before finalization. Regarding the refuse collection services, all weekly household collection services are being dealt with on a weekly basis, including the provision to the 63 500 backyard dwellers. Removal of accumulated waste in private owned lands are being dealt with on specific requests from owners of such properties.
<u>Financial Viability:</u> According to the Auditor General's (AG) 2007/08 report, ELM received a disclaimer in both 2006/07 and 2007/8 financial years. Some of the audit matters of emphasis by the AG include fruitless expenditure, noncompliance with applicable legislation and the none-existence of a functioning performance audit committee. The municipality is thus advised	A report addressing the establishment of the following Committees of the Emfuleni Local Municipality was tabled at an Extended Senior Management Team meeting held on 01-03-2010 whereby it was resolved that it should serve at a Section 80 Admin Committee (Meeting scheduled for 08 April 2010) before being taken to the Mayoral Committee and full Council for final approval:

to make full use of the support interventions both from the district, the DLGH and provincial Treasury to ensure collectivism in addressing the finance-related challenges that the ELM faces, towards achieving a clean audit in line with the 2010 Gauteng target (also see section 1 bullet 6)	• Risk Management, Fraud and Corruption Prevention Committee; and • Performance and Audit Committee It is envisaged that the Committees referred to above would be established before the end of the financial year 2009/10.
Energy: The IDP indicates that 78% of electricity in the ELM is consumed by business; however there is no indication of plans to encourage businesses to save electricity or incentives for exploring the utilization of alternative sources of energy, should be urgently addressed.	There is already an initiative between ELM and the Central Energy Fund for utilization of disposal site's gas for the generation of electricity. The Municipality is in a process of replacing all its street light lamps and traffic signal lamps with lamps that consume less electricity, without reducing the actual light output. A recommendation has also been made to the Senior Management team for the establishing of a committee to address/investigate the issues relating energy conservation. The cost of electricity on its own should be a serious driver for any business to reduce its electricity consumption. The downside of such a reduction would however be a reduction in sales by the Municipality and therefore a drop in income.

CONCLUSION

Building an effective developmental state and a cohesive and caring society will require a collective effort from all spheres of government. The IDP continues to serve as a critical instrument through which the developmental agenda of government will be pursued. To this effect, IDP processes continue to provide a valuable platform for inter-governmental alignment and joint planning, a critical requirement for the success of government initiatives.

To this effect, the Department of Local Government and Housing commits to continue to put measures in place towards ensuring joint planning and budgeting among all spheres of government. Your cooperation and active participation in this regard will ensure progress towards making the IDP a plan of all government in addressing the above stated priorities and the subsequent delivery of integrated services, thereby delivering on the developmental mandate of government.

CHAPTER 2

2. EMFULENI TURNAROUND STRATEGY (ETAS)

2.1. Overview of Service Delivery Protests in Emfuleni

The year 2009 saw an increasing number of service delivery protests across the country. Many reasons for these protests have been offered by government, civil society and academia. The primary reason vocalized by protestors however has often been dissatisfaction with the delivery of basic municipal services such as running water, electricity and toilets, especially in informal settlements. Unemployment, high levels of poverty, poor infrastructure, and the lack of houses add to the growing dissatisfaction in these and other poor communities.

Emfuleni has been no exception to these protests. The Turnaround Strategy for 2010 therefore seeks to address both the issues highlighted within Government's various planning documents as well as the various issues raised by communities within Emfuleni. The triggers for service delivery protests in Emfuleni are threefold – all inextricably interlinked.

The first is poverty, and like all places in the country, it underlies many other social problems within the region. Emfuleni residents feel that their situation is desperate and see no visible signs that it will improve in the near future. Their poverty excludes them from society, leaving them with access to neither economic nor social opportunity.

Poverty is closely tied in with the second trigger wherein small business owners and aspiring entrepreneurs feel that they are being systematically excluded from business opportunities within the municipality. They feel for instance that the municipal procurement system can be used to improve their lot and do not understand why that does not happen.

Following on closely to the second trigger is a lack of local economic development (LED). Residents feel that the absence of LED perpetuates the poverty cycle because opportunities are not created for them to either find or create meaningful livelihoods.

Furthermore, amongst other factors compounding these triggers are the visibly poor state of municipal roads (there is currently a backlog of ~R5 billion), incorrect billing information being sent to customers due to antiquated technology (a number of customers have threatened to stop paying their rates to the municipality and instead pay them into a fund) and a broken down municipal wastewater system that has resulted in raw sewerage running above ground and spilling into rivers.

The municipality has therefore identified a number of mitigating steps to address these triggers:

- Development of a Human Resource Development Plan
- Decentralisation of support HR functions to line departments, e.g. recruitment, labour relations and training
- Restructuring of revenue management function including establishment of service centres in the regions and communities
- Capacitating of the Municipal Manager's office to enhance compliance, reporting and governance, e.g. risk management, information systems, etc
- Establishment of planning, asset management and project management cluster

- Establishment of monitoring and evaluation office in Mayor's office to include service delivery monitoring as well as management of the Presidential Hotline
- Implement a 90 day service delivery programme (up to 30 June 2010) to expedite service delivery
- Implement a forensic audit to determine integrity of service delivery projects

Specific mitigation steps against poverty include budget restructuring. There will be specific budgets for social development programs (~R15m) and for LED pilot projects (~R15m). Specific support will also be provided for informal traders and rural development cooperatives. Furthermore:

- Tenders for the establishment of service centres will be issued by August 2010
- Tenders for the contracting of a dedicated EPWP management service provider who will ensure the EPWP maximises job creation will be issued by July 2010
- The development of SMME forums to enable programmes to include small businesses in procurement will be concluded by August 2010
- A long-term plan to build a sewerage treatment plant that incorporates Johannesburg, Mid-Vaal and Ekurhuleni is in development. The feasibility study has been concluded, the EIA is in progress and the institutional model has been developed. The project has been adopted as one of the Premier's priority projects and funding of R3.5b has been secured.

2.2 The Emfuleni Turnaround Strategy (TAS) Context

The ELM was even before the Cabinet approval considering a strategy to turn itself around. The ELM welcomes the intervention as means of isolating the pressing issues that require attention such as those contained in this document. This submission should therefore be seen as an immediate phase of a broader and longer term intervention that is being developed and required to turn the municipality around and to improve the quality of the lives of its citizens.

The Emfuleni Local Municipality has recently appointed a Municipal Manager and this has resulted in renewed leadership and a new strategic intent for the ELM. The Municipality has experienced a leadership vacuum over the past few years and has seen the replacement of almost the entire senior management team, with only the Deputy Municipal Manager-Basic Services position currently vacant. The extensive changes in the management leadership team of the ELM in the recent years, has resulted in an organisation that lacks vision and a strategic direction. Service delivery has been reactive and there has been a series of service delivery protests experienced by the Municipality. The ELM is no different to other local government entities in that it is constantly striving to meet the service delivery needs of the community with limited resources and still needs to align itself to the broader transformation agenda facing our country. The current intention to define the strategic direction of the ELM is in line with the national, provincial and district impetus and intention to improve local government service delivery.

Against this background, the Mayoral Committee and the Municipal Manager has recognised the need to assess the current service delivery challenges of the Municipality and review the strategic direction of the Municipality. The key focus of the planned intervention is to design and develop a medium term strategy, a macro organisational structure that supports and drives the

strategic direction of the ELM and implementation plans that will enable and support the implementation of the strategy.

2.3 Supporting Performance Information

Emfuleni Local Municipality is guided by the Medium Term Strategic Framework, Medium Term Expenditure Framework, the National Spatial Development Perspective, the Gauteng Province Growth and Development Strategy as well as the Sedibeng Growth and Development Strategy.

- **Top Management**
All of the Top 4 positions are currently filled, except the position of Deputy Municipal Manager (**Basic Services**) which has recently become vacant. Recruitment process is currently underway and will be completed as a matter of urgency.
The Municipal Council and related committee structures are in place and substantially functional and operational. Ongoing efforts are in place to ensure that the functionality of the committee structures is improved and to strengthen the functionality of the public participation structures.
- **Audit findings**
A comprehensive action plan to address all the audit findings as per management letter was developed. As per action plan the audit findings were allocated to the relevant employees in clusters to constantly monitor and give feedback on the progress in addressing the findings at bi-weekly audit steering committee meetings. The action plan was also transferred to a heat map which is constantly updated and situated in the office of the CFO to keep all employees updated on progress made. Copies of the action plan were also distributed to Deputy Municipal Managers.
- **Cash Flow Management**
Monthly payment ratios/levels are monitored on a monthly basis by generating reports which highlights the actual billing and receipts per services. Reports highlighting the payment ratios/levels per ward are also generated on a quarterly basis. The payment ratios/levels per quarter are reported to Section 80 Finance Committee, Mayoral Committee and Council.
- **Supply Chain Management**
- **Challenges:**
Capacity to handle the volume of work (increase staff, compliment & organogram)
 - Office space
 - Training to meet National Treasury competency in 2013
 - Intenda System to interface with Venus System
 - Departments to plan on time so that no pressure can be put on SCM.
 - Theft at Stores
 - Turnaround time due to e.g. shortage of staff
 - Lack of knowledge from SMME's on SCM processes
- **Plans to address the challenges:**
Decentralization of Supply Chain Management Department

The inputs from Supply Chain Management Department were forwarded to SMT for roll out of Supply Chain Management and we are waiting for decision from the Employer. In the report that was submitted, it shows that current Supply Chain Management Department has no capacity to address decentralization and the volume of work, but we are doing our best to adhere to turn around time.

- **Intenda Procurement System**

The project kicked off on the 20 July 2009. Supply Chain Management officials attended training. Suppliers' information is created on Intenda System. When you create quote or tender and award on the system so that it can create order and interface with Venus System it does not allow this activity to happen. We had a meeting with Mr. Claude from Intenda System who promised to arrange a meeting with BCX to resolve a problem between Intenda and Venus systems of interfacing.

- **Turn Around Time**

Supply Chain Management Department is trying to adhere to turn around time but due to capacity (employment of staff) we have problems. We are in the process of filling two vacancies for buyers and we are anticipating that they will start in May 2010.

- **Theft at stores**

2 Roller Shutter doors will be installed in 2010/11 Financial year to maximize security at stores.

Civilians cameras will be installed

- **Training**

Supply Chain Management officials will attend training

Lack of knowledge from SMME's on SCM processes

Workshops will be done for SMME's

Departments to plan on time so that no pressure can be put on SCM.

Improving on communication with the departments to help one another about outstanding project.

CHAPTER 3

3. ANALYSIS PHASE

3.1 Introduction

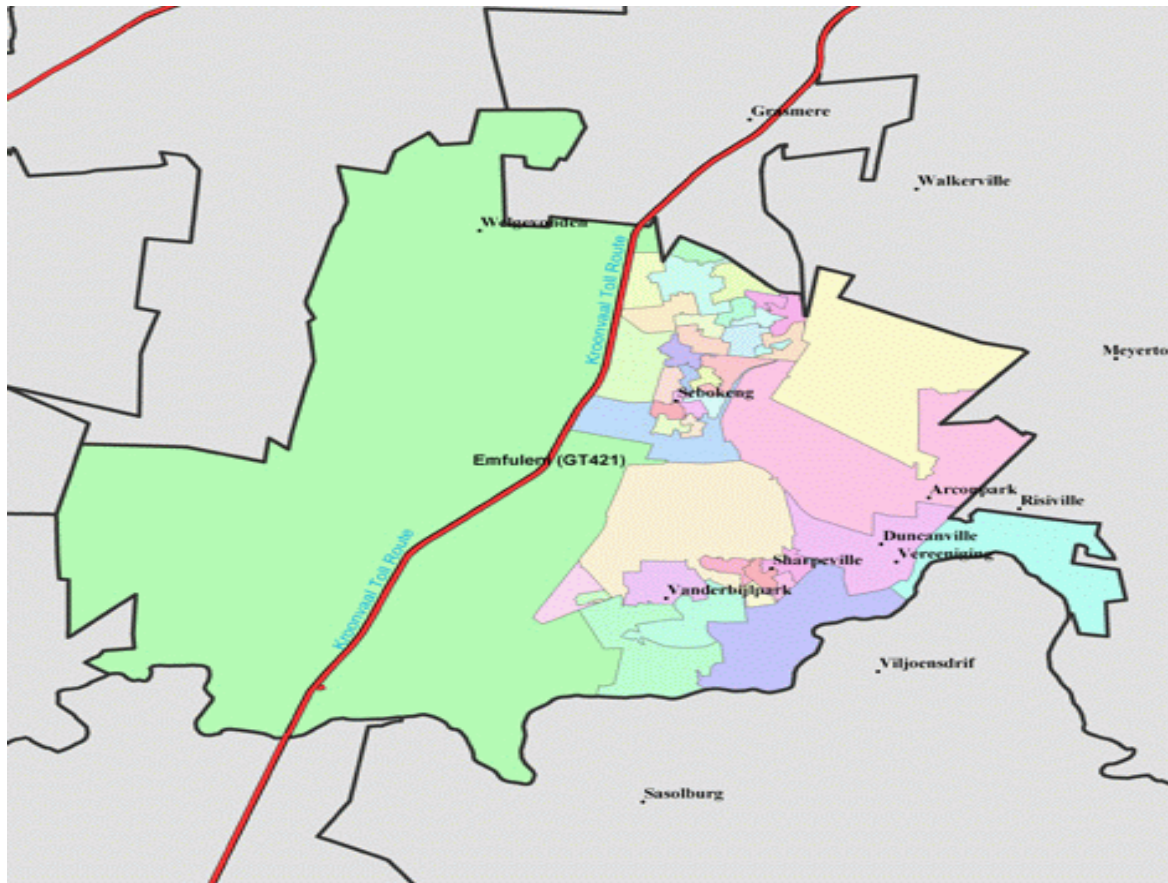
This chapter describes the geographical area within which Emfuleni Local Municipality is positioned within the Gauteng Province and the country at large. In addition, this chapter provides information on demographic profile and the status of service delivery covering the following areas local economic development, service delivery, financial issues, institutional issues, demographic figures, spatial development, environmental issues, information technology, Sports and Recreation, Arts and Culture, libraries, social development, public safety and all issues service delivery and public administration.

3.2 Area Location

Emfuleni Local Municipality is one of three local municipalities that constitute the Sedibeng District Municipality. The municipality is situated at the Western-most part of the District, which covers the entire southern area of the Gauteng province extending along a 120 kilometres axis from east to west. It covers an area of 968 km². The Vaal River forms the southern boundary of the Emfuleni Local Municipality and its strategic location affords it many opportunities for tourism and other forms of economic development. Emfuleni shares boundaries with Metsimaholo Local Municipality and Fezile Dabi District Municipality in the Free State to the south, Midvaal Local Municipality to the east, the City of Johannesburg metropolitan area to the north and Westonaria and Potchefstroom (in North West Province) Local Municipalities to the west.

The municipality is strategically located with access to a well-maintained road network - N1 national route linking Johannesburg and Bloemfontein, which traverses Emfuleni. Emfuleni Local Municipality has two main city/town centres, namely Vereeniging and Vanderbijlpark within the area and Sasolburg is only 10 kilometres to the south, across the provincial boundary. It forms the “heartland” of what was formerly known as the Vaal Triangle, renowned for its contribution to the iron and steel industry in South Africa. Emfuleni also contains approximately six large peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong and Tshepiso. The latter six areas lack facilities associated with towns of their size however there has been a number of Shopping malls developed in the past few years. The other approximately ten small settlements tend to be suburban settlements within six kilometres of the above towns; they are Bonanne, Steel Park, Duncanville, Unitas Park, Arcon Park, Sonlandpark, Waldrift, Rust-ter-Vaal, Roshnee and Debonairpark.

Map 3.1 Area Location



Demarcation Board: 2001

The municipal area also comprises a number of large residential areas, all of which require considerable investment in infrastructure and environment upgrading. The Emfuleni Local Municipality is rich in history as it encapsulates the Anglo Boer War, heritage assets such as the Sharpeville Monument and the liberation struggle epitomized by the signing of the Constitution of the Republic in 1996 in Sharpeville. Emfuleni's settlement patterns are largely dictated by the history of the area. The San rock engravings were also discovered near the Vaal River suggesting that the San people inhabited Emfuleni. The geologist, George William Stow, discovered coal deposits in the bed of the Vaal River in 1878. By 1943, construction began on establishing Iscor's (now Arcelor Mittal) second fully integrated steel mill at Vanderbijlpark and within a few years, the desolate Vanderbijlpark landscape was transformed into one of the world's most modern steel works. The polarities of South African politics was symbolized by the Vaal uprising amongst other events in the history of Emfuleni.

3.3 DEMOGRAPHIC PROFILE

3.3.1 Population Composition

ELM population according to Global Insight 2008 is estimated at 652 819.

The latest population figure by Global Insight shows a very significant change in ELM population size as compared to Statistic SA 2001 figure.¹

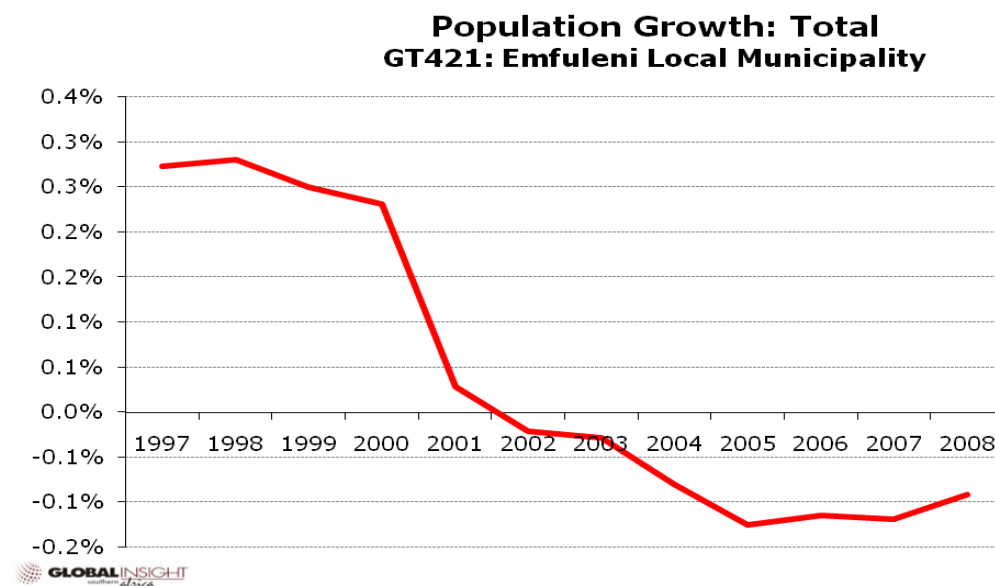
Table 3.1: Demographic Composition

	African	Coloured	Indian/Asian	White	TOTAL
<i>Male</i>	276 766	3 669	3 255	43 785	327 475
<i>Female</i>	273 333	3 883	3 183	44 944	325 344
<i>TOTAL</i>	550 099	7 552	6 438	88 729	652 819

(Source: Global Insight, 2008)

The racial composition of Emfuleni population is indicated in the table above and geographically most of the African population is concentrated in areas such as Sebokeng, Evaton, Sharpeville, Boipatong and Bophelong. This illustrates the entrenched racial divisions within the municipality. This trend also to reflect the socio-economic geography of the municipality and the pattern of access to services

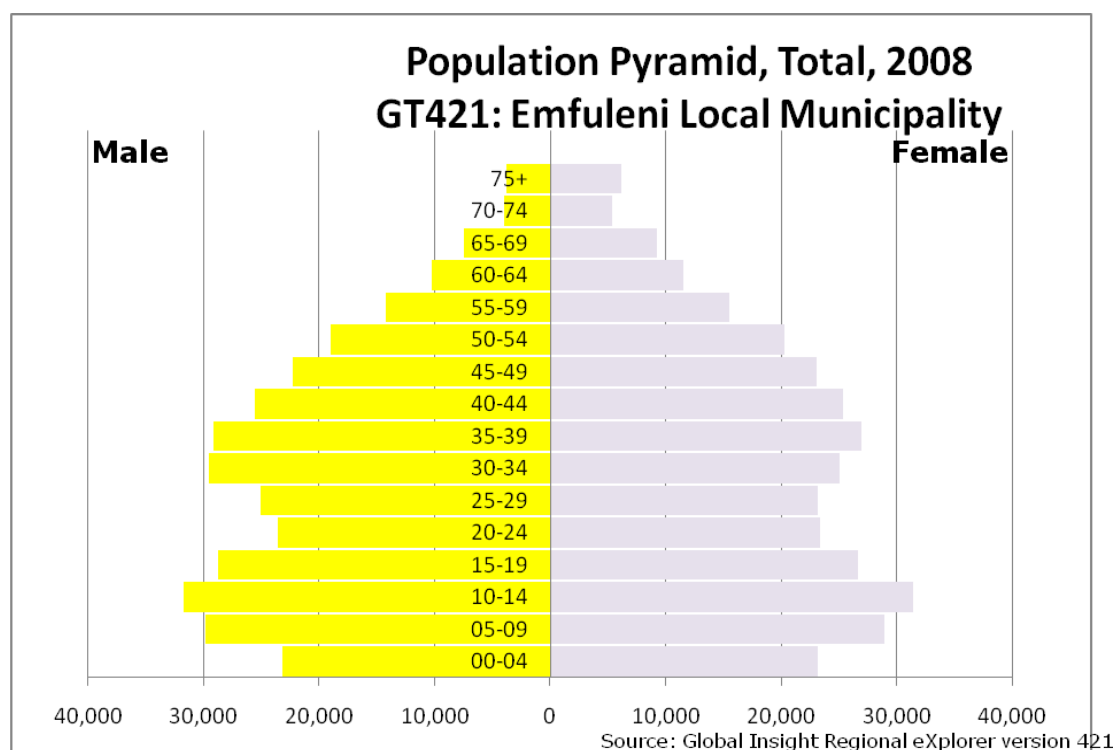
Graph 3.1: Population Growth



¹ According to Statistics SA 2001 the population figures was estimated at 658 422 and Community Survey 2007 at 650 867 and the latest figures by Global Insight is 652 817. This indicate that there is slight increase in population size and this can be attributed to a number of issues such as migration and high birth rate.

The above graph indicates that between 1997 to 2001 there was notable increase of population inflow and from 2002 – 2009 there is also a notable outflow of population²

Graph 3.2: Population Pyramid - Total, 2008



(Source: Global Insight, 2008)

The above graph indicates large number of children from 0 – 14 and from 10 – 14 there is consistency in population size both males and females. From the ages of 15 – 19 there is a decrease and the same consistency is evident from both sexes. From the ages of 20 – 24 there is an increase in both sexes.

However from the ages of 25 – 29 there is a slight increase in males whereas the figure remains stable with the ages 20 – 24 and 25 – 29 in females.³

² The increase in inflow from 1997 to 2001 can be attributed to the high number of RDP houses built and distributed over that period as well as people who use ELM as a gateway to Gauteng from Free State province. The outflow can be attributed to people moving to Johannesburg for work opportunities

³ The decrease in certain age groups such as 20-24 could be attributed to factors like educational and employment opportunities in other regions as well as high death rates associated with HIV/AIDS.

3.4 SERVICE DELIVERY PROTESTS

Over the recent months the country was hit by spade of violent protests, ELM was no exception and the trend is not new. Prior to the 22th April 2009 national elections, there was a mushrooming and pockets of protests. Given the nature of the political climate by then, some of these protests were genuine whereas some were not. This is premised on the fact that political organizations/parties protested against slow or non-existent service delivery. This was masqueraded as interested groups but after the elections, everything slowed down.

There are areas where certain interest groups either motivated by business or political agendas hijack genuine community service delivery concerns for their own purposes. The ELM has been very responsive to all these types of protests and continues to maintain dynamic interactions with community members.

3.4.1 ELM Amidst Protests

A strategic plan was put in place not to deal with protests but to appraise the state of the municipality and its capacity and capabilities to address service delivery challenges. It was through the frank admission of our own weaknesses that we adopted a 100 Days Plan of Action, that culminated into a rolling plan of action. Its primary focus is to expedite service delivery and address backlogs.

During the tabling of the 2009/10 Budget, a commitment was made to establish a dedicated hotline in the Executive Mayor's office. The purpose of the line is to allow community members to record service delivery complaints. There is a dedicated unit which addresses these problems and monitors them in terms of implementation.

ELM key weapon in responding to these protests was its vigorous and consistent public participation processes as required by legislation. These was also fortified by the Petitions Committee and on receiving petitions all issues raised are dispatched to relevant departments for action

3.4.2 ELM Challenges

Ward Committees

One of the major challenges is the state of ward committees. There is therefore an urgent need to re-activate and build strong and accountable ward committees. Council has also adopted policies that would assist in resourcing ward committee and councillors at constituency level and ensure dynamic relations between the community and their representatives.

The Office of the speaker has put measures in place to support councillors and ensure that public representative hold regular meetings with communities.

Housing

Emfuleni is riddled with acute shortage of houses. Besides that, there are those who are still on the waiting list. This matter needs urgent attention. Lack of housing accounts for the proliferation of shacks and informal settlements. This is contrary's to government's programme to eradicate all shacks by 2014. Together with the provincial department of housing we need to accelerate the process of provision of houses within the available resources.

Roads and Stormwater

As government we have committed ourselves towards the tarring of all roads by 2014. This is part of the government's millennium goals. Owing to shortage of funds, we appeal for the MEC's intervention. The storm water infrastructure is non-existent and in some instances where it exists, it lacks capacity to carry the water load during rains. This accounts for water logged houses, spillages into and contamination of the Vaal River.

Electricity

There is a need for the electrification of all households and provision of street lighting. Illegal connections account for blackouts in certain areas. After, the State President made an undertaking to residents of Tshepong in Ward 21, ELM has moved to engage both Eskom and the Department of Energy. A consultant has been appointed to draw the necessary plans that would enable us to appoint a contract which should be appointed before the end of December 2009.

Evaton Urban Renewal Project

Much as it has made interventions in certain areas, the ERP lacks funding to complete all its projects. There is a need to inject more capital into the ERP.

20PTP

This initiative and venture needs to be fast-tracked in order for it to meet its objectives. There is a need to expand it to all areas, Small Farm in particular. More funding is needed for this project.

CHAPTER 4

4. CORPORATE SERVICES

4.1 LEGAL SERVICES

Legal department provides legal advice and opinions to the administrative and political functions of the municipalities. Attend to all legal proceedings for and against the municipal, draft, set or settlement legal contract between municipalities and other entities or organs of state .Draft and promulgation of bylaws to ensure compliance with legal prescripts by the municipality.

Notwithstanding the fact that the legal department must give support to all the committees within the municipality by attending their meetings, there are, however, several committee meetings which are compulsory and the functions of such committees will be hampered if legal does not attend and give inputs or support .The committees are: Supply Chain Committees and Land Tribunal.

Land Tribunal Hearings, there were sixty seven (67) land tribunal hearings during the year in question. Sixty two (62) were concluded and there is uncertainty concerning the other five (5) hearings.

Debt collection matters have been revisited and attorneys who were doing debt collection on behalf of the municipality have submitted their reports and necessary payments were made to the municipality. The debt collection business unit is currently attending to the reconciliation of the debtors' accounts. Legal department, in consultation with the Debt Collection Department, is responsible to write and send letters of demand to the debtors in order to recover the money owed to the municipality.

Litigation may be divided into civil and criminal proceedings either against municipality or on behalf of the municipality.

ELM had 10 criminal matters in the 2008/09 financial years of which 3 charges were withdrawn and 7 are still in progress. Out of the 26 of the civil matters 6 are finalized while 20 pending.

4.1.1 Bylaws and Policies

The Province has now given ELM municipality the green light to draft and promulgated its own by laws. The under-mentioned bylaws have been drafted and the concerned departments have commented thereon:

- Municipal Health bylaws (3 in 1)
- Establishments and Offensive Trades (5 in 1)
- Child Care Services
- Keeping of animals
- Caravan Parks and camping grounds
- Public Swimming Pools
- Private Swimming Pools for safety and protection of children
- Fire safety Bylaws (6 in 1)

- Traffic bylaws
- Advertisement bylaws
- Budget process bylaws

This implies that the amendment of the Municipal Code as approved by the Municipal Council becomes necessary however; this will be attended to after the actual promulgation.

The following are drafted policies which the Departments have commented on and some have already being approved by the municipal council as indicated under the Human resources department:

- Contingency liability
- Transfers & promotions
- Incapacity
- Induction
- Acting policy
- Training/capacity building
- EAP
- Sexual Harassment
- Contract Management
- Legal Procedure Manual
- Legal Fees for staff and Councillors
- Legal Procedure Manual
 - Bylaws procedure
 - Civil matters
 - Criminal matters
 - On-line library

4.1.2 Challenges

The challenges faced by the department are the following:

- Lack of consultation by other departments and
- Staffing.

4.2 HUMAN RESOURCES

4.2.1 Introduction

The Human resources department function includes variety of activities and key among them being labour relations, recruitment, leave and personnel, records administration, benefits administration, labor and training and development.

4.2.2 Labour Relations

The Section is responsible for grievances, disciplinary enquiries, disputes resolution as dictated by Collective Agreement on the Conditions of Services and general collective bargaining.

During this financial year there were nineteen (19) cases of misconduct which were reported to the section and eleven (11) of them were finalized and the remainder is pending. There are twenty four (24) active grievances of which eighteen (18) are based on salary disparities and will be resolved as soon as municipal council approves the report from salary disparity committee. The other six (6) grievances have been referred back to the relevant clusters/departments for consideration and finalization in line with the grievance procedure policy.

4.2.3 Recruitment and Workforce Age Analysis

Recruitment and retention is still continuing through the normal processes of advertising, short listing, interviews and in line with the number of critical vacancies to be filled. In terms of staff retention both Human Resources and Organizational Development are working on a Staff Retention Strategy which should be adopted and approved by the municipal council by the end of this financial year.⁴

The issue of the ageing workforce was originally raised in the Skills Audit conducted in 2007. The audit then, which is still the case today, indicated that 53% of the respondents were in the age group of 30 to 49 years, followed by employees in the age group of 50 to 59. The challenge posed by this state of affairs necessitated planning in anticipation of retirements in the next five (5) years. Furthermore it should be noted that the workplace profile in terms of age has not changed substantially. As alluded to in the previous year's report there is a need to formulate a pro active and rigorous strategy aimed at recruiting students/new graduates to join the Municipality without necessarily disadvantaging the existing employees. This strategy should be done in tandem with an internal employee skills development plan.

Regarding employees who cannot perform their duties due to incapacity a short term alternative has been to assign them other responsibilities in the same section, where possible. However, this has resulted in a lesser number of employees performing additional tasks. Applying for medical boarding is even more tedious because the Retirement Funds are loath to go that route and it takes from eighteen (18) months to three (3) years before a sick employee can be medically boarded. Added to this, some employees exhaust both their annual and sick leave during this period and the municipality has to grant them Special Leave which is not necessarily governed by any policy. Therefore a need for such a policy exists.

4.2.4 Status of all HR Policies

A number of policies have been drafted by the cluster and some were discussed at length by both the Section 80 Committee and Local Labour Forum meetings in June 2009. Subsequently the following five (5) Human Resources Policies were approved by Council on 01 October 2009:

⁴ For the period 2008/09 a total of 297 posts were filled, out of a planned 400 appointments. 205 of these were internal appointments which translate into a 70% promotion. A total of 150 critical vacancies have to be filled in the 2009/10 Financial year, excluding the replacements that occur due various factors.

Recruitment and Selections Policy, Promotions, Demotion and Transfer Policy, Acting Policy, Incapacity Policy as well as the Training and Skills Development Policy.

4.2.5 Challenges

The challenges alluded to are generic across all sections of the Human Resources department. These include:

- The outdated or manual operating procedures.
- The minimal use of the existing technology which has been procured at great cost, within the Municipality.
- Funds for advertising being depleted due to the constant re-advertising of scarce skills and senior positions.
- Non-existent /outdated policies.
- Lack of prosecutors- people identified to help the section can only preside as they are not conversant with prosecutions.
- That Labour Relations people play an advisory role in Disciplinary hearings in terms of collective agreement but due to pressure they sometimes prosecute in certain matters.
- Only the OD Manager and Acting Manager HR are available to assist in prosecuting certain matters however sometimes matters gets delayed because they have their own specific functions to perform as a result people gets suspended for a long time.
- Certain complex matters have been referred outside to be prosecuted and presided over by external lawyers at great cost to Council.

4.3 ORGANISATIONAL DEVELOPMENT

4.3.1 Introduction

The OD department focuses on developing ELM structure, systems and process, toward improving organizational effectiveness.

The main functions of the OD Department are:

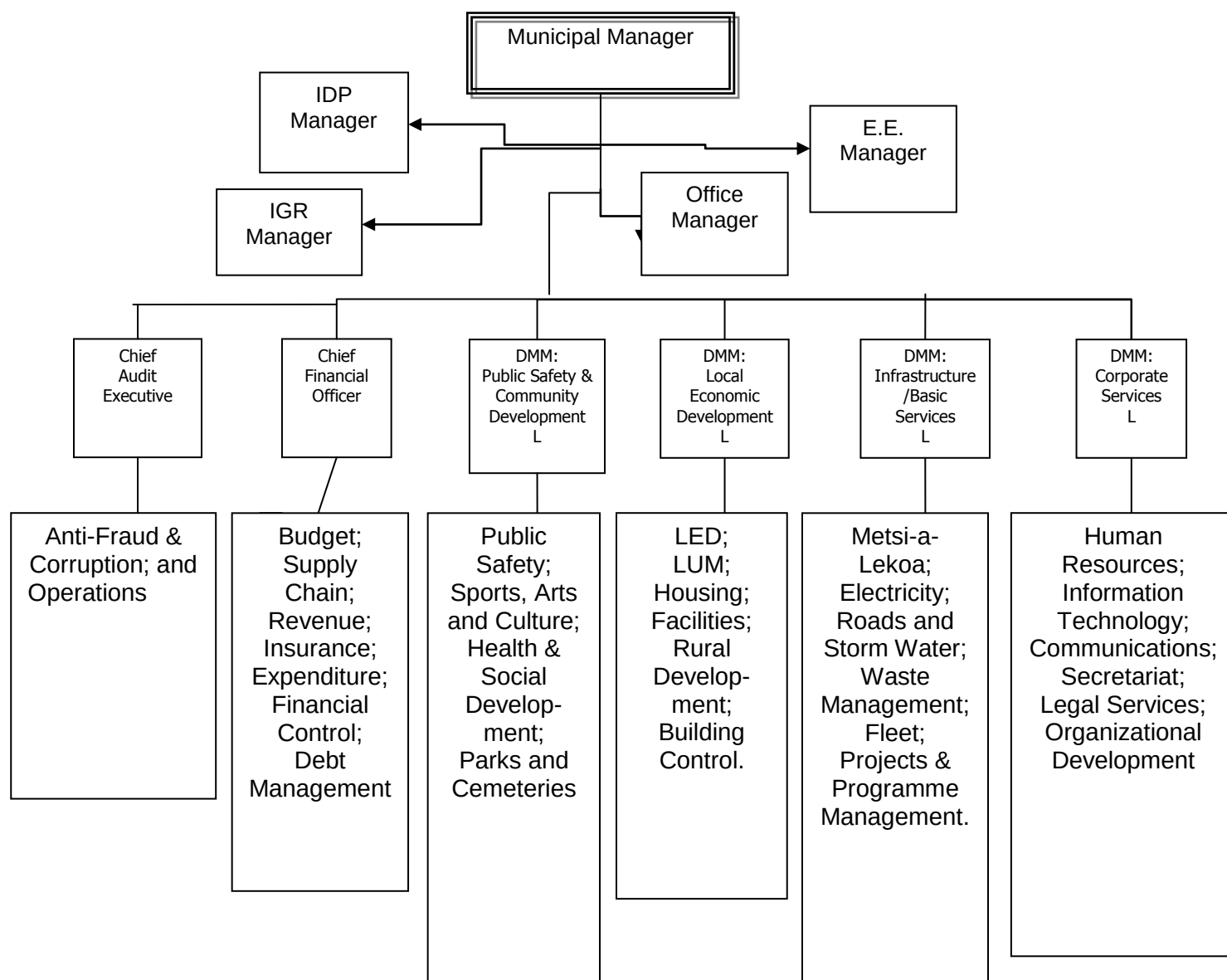
- Organisational Development & Job Analysis
- Performance Management and Development (PMDS)
- Change Management & Business Process Re-Engineering
- Employee Assistance Programme (EAP)
- Occupational Health and Safety (OHS)

4.3.2 Organizational Structure

The Municipal Manager is the head of Administration and the Accounting Officer of the municipality. The administration structure is divided into six clusters, that is, Infrastructure/Basic Services, Corporate Services, Public Safety and Community Development and, Economic Development & Planning, Finance and Audit. The municipal council has an approved organizational structure in place.

The following diagram depicts the organizational structure of Emfuleni Local Municipality.

Diagram 4.1 : Organizational structure of ELM



Total number of employees: Two thousand four hundred and eighty one (2481)

4.3.3 Job Description

All municipalities are compelled to submit job descriptions according to their approved organizational structures to Salga –PJEC for evaluation. So far ELM has sent 264 Job Descriptions to PJEC while 178 were outstanding in 2004. The OD department has sent a number of memos for business units to submit Job description either for the PJEC process or

organizational Review purpose, Only three departments that have submitted their job descriptions, other than that nothing are coming forth. The intervention that was embarked upon was the Benchmarking of Job Description not received through the Provincial Job Evaluation Process for the period 2004 – 2007. The unit is currently compiling new Job Descriptions based on the newly approved Organogram.

The PJEC Region 3 has recently approached Emfuleni Local Municipality to assist in making available an official in the finalization of the outstanding Job descriptions, which will take place before end of financial year.

4.3.4 Performance Management System

Council has adopted the Success Factors System as the tool to measure performance of staff. Consultants were contracted to assist with the contracts of Section 57 officials and Officials from job level 1-5. Currently 181 active users registered on the system. For the new financial year 38 contracts have already been created and should be finalized by end of January 2010. A template is developed for Level 6- 16 to ensure performance is accounted for by all employees. This template will assist to cater for employees who do not have access to computers. The unit with Legal Services has also developed Service Level Agree (SLAs) and Letter of Engagement (LOE).

SDBIP are prepared quarterly and submitted to the municipal council, and this assists in tracking progress for realization of IDP objectives.

Currently, the Department of Local Government and Housing is investigating the most suitable system to be used by all the municipalities within Gauteng.

Performance Management System Policy is in a draft format and the biggest challenge in finalizing the policy is that the municipality is concentrating on individual performance and not institutional performance and a balance needs to be stroked between the two.

4.3.5 Change Management

- Change Management (people) “is a structured approach to transitioning Individuals, Teams and Organization from Current State to Desired Future”. The organizational climate survey was conducted and the report was approved by the council in May 2009.
- The total target population size for the 2008 Organizational Climate Survey for Emfuleni Local Municipality was 2966 participants, which included all employees across all demographic breakdowns within ELM. At final cut-off, 566 employees had responded, offering a response rate of 36.9%. The Project Implementation Plan is being drafted and submitted to the Senior Management Team for approval. This will ensure that the Change Management Strategy and Programmes are implemented.
- The unit has developed the following Departmental Standard Operating Systems/Procedures:
 - *Organizational Design;*
 - *Human Resources Management i.e. four (4);*
 - *Legal Services; and*

- Finance (CFO) are planned for the first week of December 2009

4.3.6 Employment Assistance Programme (EAP)

The unit is responsible for implementation of the wellness programme. The OD Unit has lately appointed two HIV/Aids Coordinators in addition to one EAP practitioner who has been working alone in this section. More professional staff has to be employed to ensure effectiveness of the programme. In a financial year 2008/2009 33 employees were referred to the Psychologist for trauma counseling after the municipality experienced robbery. Several officials were also referred for substance abuse. Other Rehabilitation facilities, though more expensive than the one usually used, have to be explored too for future utilization. Managers and supervisors should be trained on how to assist with management and Aftercare programme of employees with substance abuse problems. The unit has also developed an EAP Plan which will ensure the roll-out of EAP to all ELM employees. The unit has established EAP Committees according to departments to assist with the implementation of the EAP Plan. VCT is conducted quarterly to give employees an opportunity to know their status. The number of employees who came forward for testing is still not satisfactory though educational talks are done prior the tests. More extensive methods will be done to encourage support.

4.3.7 Occupational Health and Safety

OD department has the functional OHS section to look into issues of health and safety. Through promoting Occupational Health and Safety Act 85 of 1993. The unit has successfully appointed GMR2s to all Section 56 employees and 273 Safety Representatives have been trained. Risk Assessment has been completed and Risk Register for every Cluster. The Central Health and Safety Committee is functional and every department has been given a Safety Checklist that will be core/ standard item for every monthly Safety Committee meetings. The Traffic and Fire, Rescue and Disaster Department have conducted an Evacuation Drill exercise.

An assessment undertaken has indicated the following areas that need municipality's urgent attention:

- Fire and emergency escape route. Lack of possession of emergency exit keys poses a life threatening situation. In the event of fire, all escape routes should be easily accessible and free from any hazards.
- Trenches/excavation audit. It is important that excavation which is accessible to the public or which is adjacent to public roads or thoroughfares or whereby the safety of a person maybe endangered, to be- adequately protected by a barrier or fence at least one meter high and as close to the excavation as is practical and provided with red warning lights or any other clearly visible boundary indicators at height or when visible conditions are poor. So far no fatal incident has been reported in the area as a result of open trenches. However, a number of incidents where members of the public fell inside the trenches and sustained injuries were reported.
- Ash Mountain next to Dickenson Park, and Dickenson Park bridge;

The development of health Identification Risk Assessment is still underway and three hundred and forty three (343) Safety representatives were trained. (Risk Assessment has been completed and the copy of the report is forwarded to all Deputy Municipal Managers and

Municipal Manager. The implementation on the mitigating areas will be done through the assistance of the unit.

General Machinery Regulation 2 Appointments: The process is underway and a suitable candidate will be appointed. Section 56 appointments are also in process.

4.4 EMPLOYMENT EQUITY

Every designated employer is required to design and implement an Employment Equity plan in terms of the Employment Equity Act 55 of 1998.

The purpose of the Employment Equity plan is to enable the employer "to achieve reasonable progress towards Employment Equity", to assist in eliminating unfair discrimination in the workplace, and to achieve equitable representation of employees from designated groups by means of affirmative action measures.

The Employment Equity plan will provide Emfuleni Local Municipality with the necessary mechanisms through which management can acquire, develop and retain highly skilled, motivated and talented individuals who are representative of the demographics of the country.

The draft two (2) year Employment Equity Plan which covers the period 2009/10 – 2010/11 and is undergoing consultation processes.

4.4.1 Workforce Profile Analysis

Emfuleni Local Municipality workforce and breakdown

The tables below depicts current workforce as at October 2009. Negative numbers at the bottom of each table represent underrepresentation and positive numbers over representation.

TOTAL WORK FORCE FOR EMFULENI LOCAL MUNICIPALITY PER RACE & GENDER									
	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
Total Work Force (All levels including Section 56)	1619	615	6	8	2	4	140	116	2510
Current %	65%	25%	0%	0%	0%	0%	6%	5%	100%
DoL Target	39%	35%	6%	5%	2%	1%	7%	5%	100%
Over/under representation	653	-251	-151	-126	-50	-25	-25	0	

Table B

BREAKDOWN OF THE TOTAL WORK FORCE FOR EMFULENI LOCAL MUNICIPALITY

Senior Management

LEVELS	RACE & GENDER								
	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
Section 56	2	1	0	0	1	0	1	0	5
Level 1	1	0	0	0	0	0	1	0	2
Total Work Force	3	1	0	0	1	0	2	0	7
Current %	43%	14%	0%	0%	14%	0%	29%	0%	100%

DoL Target	39%	35%	6%	5%	2%	1%	7%	5%	100%
Over/under representation	0	-2	0	0	1	0	2	0	

Table C

The above table shows the current status for African males in the total of 43%, followed by white males at 29%. The table also depicts misrepresentation of colored in both sexes at 0%

Middle Management

	RACE & GENDER								
LEVELS	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
Level 2	15	3	0	1	0	0	5	0	24
Level 3	11	4	2	0	0	0	15	1	33
Total Work Force	26	7	2	1	0	0	20	1	57
Current %	46%	12%	4%	2%	0%	0%	35%	2%	100%
DoL Target	39%	35%	6%	5%	2%	1%	7%	5%	100%
Over/under representation	4	-13	-1	-2	-1	-1	16	-2	

Table D

The above table shows over representation by African males in middle management followed by white males.

Junior Management

	RACE & GENDER								
LEVELS	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
LEVEL 4	17	2	0	0	0	1	11	1	32
LEVEL 5	25	8	2	0	0	1	12	5	53
Total Work Force	42	10	2	0	0	2	23	6	85
Current %	49%	12%	2%	0%	0%	2%	27%	7%	100%
DoL Target	39%	35%	6%	5%	2%	1%	7%	5%	100%
Over/under representation	9	-20	-3	-4	-2	1	17	2	

Table E

The above table shows over representation of African males, whilst there is no representation of colored in both sexes at Level 4. The same is evident at Level 5 with 25 African males and 12 White males.

Level 6 to 16

LEVELS	RACE & GENDER								
	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
LEVEL 6	47	39	0	1	0	0	12	13	112
LEVEL 7	65	40	0	1	0	1	27	9	143
LEVEL 8	49	19	0	1	0	1	9	10	89
LEVEL 9	88	91	1	3	0	0	24	22	229
LEVEL 10	261	88	0	1	0	0	11	19	380
LEVEL 11	30	9	0	0	1	0	2	2	44
LEVEL 12	36	33	0	0	0	0	1	10	80
LEVEL 13	27	9	0	0	0	0	4	0	40
LEVEL 14	177	32	0	0	0	0	1	0	210
LEVEL 15	141	13	1	0	0	0	2	0	157

LEVEL 16	627	224	0	0	0	0	2	24	877
Total Work Force	1548	597	2	7	1	2	95	109	2361
Current %	66%	25%	0%	0%	0%	0%	4%	5%	100%
DoL Target	39%	35%	6%	5%	2%	1%	7%	5%	100%
Over/under representation	638	-236	-142	-118	-47	-24	-71	0	

Table F

People with disability

	RACE & GENDER								
	AM	AF	CM	CF	IM	IF	WM	WF	TOTAL
	12	6	0	1	0	0	4	0	23
Total Work Force (All levels)	12	6	0	1	0	0	4	0	23
Current %	52%	26%	0%	4%	0%	0%	17%	0%	99%
To be employed	11	10	2	1	1	0	2	1	28

Table G

The National target set by the Department of Labour requires that 2% of the workforce should comprise of people with disabilities. Given the current status of the workforce the Municipality is sitting at 1%. This implies that in order for the Municipality to reach the national target, it will have to employ 28 people with disabilities by the end of then of the term of the drafted employment equity plan.

4.4.2 Workplace Assessment

The analysis of Municipal buildings accessibility principally for People with disability was undertaken by the Employment Equity Department. The following were discovered:

- There were no ramps in most of our buildings.
- Restrooms for People with disabilities were not taken care of.
- Lifts or other economical methods are required in some of our buildings.
- Some ramps high incline angle and with no hand rails.
- There is no sufficient storage particularly in Clinics.
- Some of the areas need minor construction to comply.
- Integration approach to redress these challenges was encouraged.

It is evident that the status of most of our buildings is not accommodative for People with disabilities. The process of integrating people with disabilities into the workplace should be motivated from a strategic business or management perspective, rather than an ad hoc activity in reaction to the requirements of the Act.

When opportunities and reasonable accommodation are provided, people with disabilities can contribute valuable skills and abilities to every workplace, and contribute to the economy of our society.

Most employers tend to see people with disabilities as people who will add little, burden or no value to the workforce and the productivity of the company or organisation. If the integration of

people with disabilities into the workforce is recognised as a strategic intervention that is likely to add value to the Municipality, then ELM will approach employment equity for people with disabilities from a very different perspective.

4.4.3 Challenges

- The imbalances of different races and gender.
- Under representation of people with disabilities.
- The un conducive status of our buildings to accommodate people with disabilities and elderly people.
- Other clusters none submissions may affect performance.
- None submission could lead to none compliance with the reporting requirements.

4.5 TRAINING AND DEVELOPMENT

4.5.1 Background

The WSP is the blueprint for skills development and capacity building for ELM. The WSP is borne out of the results of a skills audit that was conducted at Emfuleni as well as the objectives identified in the National Capacity Building Framework for Local Government.

The National Capacity Building Framework for Local Government is a DPLG and SALGA strategy program aimed at addressing the national skills shortages within local municipalities.

4.5.2 WSP for ELM

The WSP for ELM is a critical strategic document that seeks to inform on the capacity building needs of ELM as well as the roll-out strategy.

The following critical factors needed to be considered in drafting the WSP for ELM:

- The key human resource outputs as prescribed by departmental SDBIPs
- The key outputs contained in the Employment Equity Plan for ELM
- The critical vacancies as identified by the Human Resource department at ELM
- The National Capacity Building Framework for Local Government
- The ELM Skills Audit Results as conducted
- Constant departmental units update on various critical training needs as identified
- A complete workforce/employee profile for ELM from the Human Resource Unit

The ELM Training Unit is charged with the responsibility to draft the WSP and also to give effect to the implementation demands arising from the WSP once it is approved fully.

The information contained in the WSP for ELM at this stage is 75% accurate and the task is 80% completed.

The accuracy and completion variance is linked primarily to three factors:

- The lack of an accurate workforce profile or Payday system.

- The lack of an analysed Skills Audit report that was conducted by a consultancy
- The lack of departmental cooperation and compliance with Training Unit needs requests

4.5.3 Training Units Response to the Three Factors

- Workforce Profile/Payday System:

The bulk of the outstanding information on the WSP is connected to the lack of an accurate and complete employee profile at ELM. Compiling this workforce profile is an arduous task that involves training department staff physically going to various departments and prying this information from them.

Employees themselves are not fully cooperative in this exercise claiming that they have engaged in this exercise on numerous occasions in the past without any obvious fruits derived. Despite this challenge, the Training Unit is making better progress since embarking on a strategy of face-to-face interaction with managers and even employees.

The memo and email approach clearly did not work in this instance.

- The Lack of Compliance from various ELM Departments

The WSP should also contain an accurate reflection of all skills development training, internships and learnerships taking place in all departments at ELM. There are currently a number of trainings taking place in various departments.

These ad hoc capacity building projects should not take place without the Training Department knowing of it and verifying compliance of service providers, alignment with the key objectives of the WSP, alignment with personal development plans of concerned employee, alignment with EE objectives of ELM, compliance with a talent management strategy, succession planning strategy or a talent retention strategy.

The Training Unit is in a process of instituting compliance in line with its new integrated approach to skills development and capacity building for ELM. Continuous discussion with heads of departments will soon resolve this matter. The Supply Chain Department has agreed to assist the Training Unit by using their compliance regulations in this matter once policy allows.

- The Lack of an Analysed Skills Audit Report

The lack of a formal skills audit report providing empirical evidence and validation of the strategic training objectives, slowed down the compilation of the WSP considerably. The Training Unit embarked on a skills audit effort in order to comply with the demands of the WSP. Essentially various departments had to submit their training needs to the Training Unit to ensure that the WSP is accurately reflecting the needs of ELM.

4.5.4 Project and Training Output:

Training Project/Item	Purpose/Outcome	Status of Project/Item	Variance/Remarks
WSP	Skills and Development Barometer for ELM	One outstanding Section. Payday Training was completed at end October which will aid in completing the outstanding section.	Pay Day training was the necessary missing link in completion of the WSP as per LGSETA requirement
Customer Care	Ensure superior service delivery as per Batho Pele principles	Supply Chain process has been engaged for the training of 130 new nominees on Customer Care.	Training is completed
Prosecutor and Presiding Officer Training	Enable 16 targeted senior officials at ELM to efficiently and effectively execute the prescribed function	Bidding processes completed.	The Training Project to start 23-27 November.
Artisan Project - Electricians	Fulfill scarce skill priority for ELM as per WSP and HR strategy.	Ongoing logistical arrangements with the Electrical Dept. The identified service provider, Training Gate, will be conducting an baseline evaluation of the nominated employees.	Contractual and Supply Chain Formalities are in process. Will be completed during November 2009.
Artisan Project - Plumbers	Fulfill scarce skill priority as identified	Nominations have been received (16+); service provider identified. Supply chain process to follow soon.	Supply Chain process ongoing.
Artisan Project – Fitting and Turners (AATP Fitting and Turning Programme)	Increase capacity of Municipalities in GP. Fitting and Turning is the first project	Twelve apprenticeships approved after selection. ELM will receive 4 fully trained apprentices for future placement after 6 months training	Tripartite agreement needs to be signed with Emfuleni, Dept. of Labour and the apprentices. Scheduled for 03 November 2009
Shop Stewards Training	Empower/skill of shop stewards at ELM	Shop Stewards Training was completed. 26 delegates trained	Poor attendance by shop stewards. 26 out of 45 nominations.

Training Project/Item	Purpose/Outcome	Status of Project/Item	Variance/Remarks
AAT Programme	Increase skills and capacity in the finance department at ELM	Nominations for new intake are being processed.	58 Officials have been trained and wrote their final exams. Results still outstanding
Junior, Middle and Senior Management Training Programme	An initiative by LGSETA to capacitate ELM management at identified levels	Nominations have been submitted and the training is scheduled for the 2 nd week in October. Training is liaising.	The training has been rescheduled for November.
Law Enforcement Training	Enable ELM by –law enforces to efficiently and effectively execute their duties	A nominations list (133) was received from relevant departments. The tender is being advertised.	The tender will close on 6 November 2009.
PayDay Training	Enable HR personnel to effectively and efficiently perform HR functions	Training will be on an ongoing basis	15 officials have been trained
Fire Arm Training	Improve the fire arm usage and understanding of the law governing usage	The training will take place in October. All supply chain compliance satisfied	29 officials have been nominated. This training will be completed 13 November 2009
Supervisory Training	Improve the supervisory capacity within ELM	Service provider has been identified. Supply chain compliance is engaged.	Work in progress
Service Level Agreement Training	Increase skills and capacity in contract management of various departments at ELM	Service provider has been identified. Supply chain compliance is engaged	Work in progress
Project Management Training	Enhance the project Management skills of key ELM personnel	The 5 day training was completed during the last week of October.	32officials started and completed the NQF 5 accredited training during the last week of October.
Lifting Equipment Training	Improve the mechanical skills of employees targeted	Nominations have been received. Tender/bid documents are being prepared.	Supply Chain process is ongoing.
Monitoring and Evaluation Training	Improve the monitoring and Evaluation skills	All supply chain processes completed. Training of 20 Councilors will start on the	Training was completed as planned

Training Project/Item	Purpose/Outcome	Status of Project/Item	Variance/Remarks
	Councilors serving on section 80 committees in Basic Services	12-15 October.	
ABET Training	Develop the numeracy and literacy levels within ELM staff	Supply Chain process is underway. The bid documents have been submitted fully compliant.	Bid documents received. Selection process is underway.

4.6 INFORMATION TECHNOLOGY

The IT Services rendered to Emfuleni can be divided into the following categories namely: operations, technical maintenance, software support, projects and administration.

Operations section: ensures the daily cash updates, backups of servers, daily/monthly/yearly operating schedules on Venus, maintaining a data library for backups taken of all servers, ensuring that DRP (disaster recovery plan) procedures are done on daily basis, print average of 148,000 Consumer Statements (Water & Electricity, Rates) per month.

Technical section: ensures that the Technicians maintain +/- 900 PC's on Network, 12 Servers, 39 Radio Links on Wide Area Network (WAN), 65 network switches(worth R300,000). They attend to an average of 750 calls logged at IT. Help desk per month. IT department continually Programme cash registers used by libraries and swimming pools.

There are functions that have been outsourced to third party companies such as:

- Maintenance on Venus, Payday software and Data Base Administration outsourced to Business Conexion,
- GIS is outsourced to Open Spatial Solutions,
- Telephony and Lan Expantions to Gijima Ast.

Software and Network administration section: ensures Software system support services maintain and support and Install software, Control access rights of all users to systems, legalize software in use; ensure data security by password controls

Administration section, **Procure** Consumables like printer cartridges, toners, memory sticks, hardware and software.

4.6.1 Challenges

- Creation of a stable IT governance platform, implementing and defining IT usage policies, procedures and standards.
- Providing a secure IT environment by enhancing data security, developing and implementing DRP (Disaster Recovery Programme) and contingency plans and legalizing software.

- Creation of a long term Strategic Plan for IT in Emfuleni.

4.7 COMMUNICATION

4.7.1 Introduction

In South Africa, local Government operates as an autonomous sphere of government within a highly defined and complex legal environment. As such communication services at municipalities need to comply with a policy framework developed in accordance with the prevailing local government legislation, but considering precedents set by the norms and standards guiding the of government communication in general.

Political leadership and management of the local communication function is a critical success factor in ensuring healthy communication with communities. It is only when communication functions are properly reported on, accounted for, monitored and evaluated that municipal communicators are able to effectively support the implementation of a municipality's programme of action (POA) as contained in the legislative framework and the Integrated Development Plan.

4.7.2 Media and monitoring analysis

The department continues to do its media scanning and compile report for consideration by various units of the municipality. Media Monitoring and Analysis assists the municipality to keep track of media coverage and is able to respond accordingly to negative publicity. Furthermore, the municipality is enabled to gauge the public perceptions and attitude relating to its services and structures.

The media policy has been drafted and presented to the policy workshop held on 20 August 2009. The policy outlines principles, procedures and role players and their duties within Media Relations. It is intended to ensure that the municipality regulates its interactions with the media and avoid confusion. It is expected that once adopted and workshopped with all role players it will assist in enhancing the image of the municipality and help to disseminate coherent messages to the public through the media.

4.7.3 Media relations:

The media is an important stakeholder in the interaction that the municipality has with its various stakeholders including business, ratepayers, tertiary institutions and etc. Therefore the Communication Unit has used both reactive and proactive media liaison to engage the media. The unit responded timeously to various media enquiries it received during the course of the year. Furthermore, more information generated from the municipal activities was placed in the media and has ensured that ELM receives more positive coverage in the year under review

4.7.4 Publications

The ELM communication unit produces monthly internal newsletters aimed at keeping staff members abreast of developments and activities within the Municipality. Furthermore, an external newsletter with a print run of approximately 10 000 copies is produced on a quarterly basis. The external newsletter serves as means to keep ratepayers informed about projects, activities of ELM and also seek to establish two-way communication between the municipality and the general public.

4.7.5 Website and intranet

The ELM website is continuing to be valuable source of information to both local and international target audiences. The website is regularly updated with information on the budget, Integrated Development Plans, Performance Contracts, Urban Development Zone Tax Incentives and many others exciting developments within Emfuleni.

This platform also features information on tourism offerings within Emfuleni and maps including contact details of these establishments. This has proven to be a useful tool in the hands of both the local tourism operators and tourists.

Currently the Unit is working on introducing the intranet that will feature the following:

Employee directory, Announcements, Departmental pages, Events calendar, Document management system, Policies and procedures, Job listings, Support and issue management module, Training registration, Electronic library, Resource booking, Event and photo gallery and Discussion forum.

4.7.6 Corporate identity manual

The ELM does not have a corporate identity manual as yet. With the availability of funding for this item the Communication Unit will develop the same in order to guide various branding, promotional and institutional marketing activities of ELM.

Currently it is very difficult to ensure that departments comply with general accepted standards of branding without a tool guiding them.

4.7.7 Events management

Emfuleni Local Municipality is well known its history, heritage and natural beauty featuring greenery, the gigantic Vaal River, inland waterfront and some of the best tourism attractions Gauteng can offer.

The Municipality has identified strategic events that are aimed at attracting tourists into area which include inter alia, Vaal River Carnival, Wine Route, Arts and Culture Expos, commemoration days and water sports.

The Communication Unit together with other departments have worked consistently to promote these events aggressively by means of electronic media advertising, joint marketing efforts with the private sector, media tours, outdoor advertising and developmental communication.

4.7.8 Internal and external challenges

The Emfuleni Local Municipality because of internal weaknesses accentuated by a lack of a coherent communication structure and programme has not been spared a crisis of negative publicity by various media organisations and the public at large. For some time the municipality operated without a fully fledged communication unit. Up to now the department has not been fully capacitated as envisaged in the organisational structure approved on 13 March 2008.

The other challenge relates to resource allocation for implementation of an intensive and aggressive communication and marketing strategy. A number of policies that should underpin

and guide communication and the coordination thereof are still not in place which pose a serious challenge for effective communication. These include among others media policy and events management policy.

On the technological front the municipality still lacks behind other organisations *in the* integration of new technologies into its communication. These relate to the use of internet, mobile phones, blogs, face book and intranet.

4.8 SECRETARIAT AND ADMINISTRATIVE SUPPORT

The Department consists of two sections namely Committee Services and Auxiliary Services. The purpose of the department is primarily to render an efficient and effective support service to Council and its committees, all departments of Council as well as the community.

Committee Services Functions Draws and administers a schedule of all meetings of Council and its Committees for councilors and departments, Co-ordinates all reports from different clusters for agenda purposes, Conveys meetings and compiles agendas for council members, Attends meetings and compiles minutes for council members, Controls and follows-up of all resolutions taken by Council for departments and speaker, Fills and safe-keeps all agendas and minutes of Mayoral Committee and Council Meetings for departments, Safe keeps and updates of Delegations of Authority, Policy Register and tape recordings of meetings for departments and councilors, Compiles and updates and type register containing all resolutions taken for reference purposes for departments.

Auxiliary Services Functions, Provides a central archive service in terms of the Archives Act to all clusters, Maintains and facilitates switchboard service to internal and external stakeholders, Maintains and facilitates telephonic, text and electronic communication service to internal and external stakeholders, Maintains and facilitates the receipt and delivery of incoming and outgoing mail for internal and external stakeholders, Administers contracts entered into and between Council and internal and external stakeholders.

A few thousand closed record files are stored in one of the rooms in the Sebokeng Offices. Some other closed files are in one of the buildings in the Fire Department in Vanderbijlpark. The mentioned two buildings are not fire-proof or ventilated and damage by rodents occurs frequently. This challenge can be addressed by building a storage facility that comply with the applicable Archive Legislation.

Currently the contact details of all 85 councilors as well as the grouping of committees are captured on the Orion Telecom SMS system, and communication via SMS is running smoothly. Access is provided progressively to more users in order to enhance better and quicker communication. A total of 267 users are registered on the system to send short messages.

4.8.1 Challenges

- Procedure manuals for preparation and submission of reports for agenda purposes with specific time frames are drawn but not adhered to.
- Departments not adhering to set procedures as prescribed by the National Archives Act.
- Lack of information sharing with regards to Public Information Act (PIA).

4.8.2 Risk Management within the Cluster

The cluster is still in the process of developing and putting systems in place to address the risks identified and needing urgent attention. The following are in a draft format and must serve before the Senior Management Team before they can serve before the municipal council for approval.

- **Contingency Liability and its Register** – this will assist in recognizing all claims against the municipality, including the third party claims, with the intention of identifying high risks and addressing same for future purposes. Furthermore, the system will help the municipality to budget for possible claims against it.
- **Contract Management Policy** – this will assist the municipality in the drafting of contracts, management, tracking of contracts and their safekeeping.
- **Legal Procedure Manual** – this addresses the steps to be followed by the legal department and all the clusters when it comes to legal matters which are a function of the department.
- **Office Space** - Physical structure of offices where Personnel Administration is located, that is, offices are configured to be user friendly to both employees and members of the public, including inadequate security; employees are at risk of physical harm;
- Non-existent/inadequate storage for applications/CV's; in the event of a dispute it takes forever to retrieve the relevant documentation and that might cause Council to be sued or face legal action;
- **Management of leave:** Line managers are not monitoring leave of their staff adequately and there is a risk that Council might have lost or still be losing money due to inaccurate and lax leave management;
- **Section 14 Manual** - The Section 14 Manual is established in terms of the Promotion of Access to Information Act, Act No. 2000, which aims to set out standards and procedures to disseminate information to the public.
- **Non-adherence to report submission procedures** - To address and minimize this risk, Standard Operating Procedures have been developed and distributed to all stakeholders.
- **Leaking of information before final resolution by council and/or committees.** Committee clerks have been trained on committee procedures and the non disclosure of information and. Standard Operating Procedures in this regard has also been developed.
- **Non-compliance to National Archives Act resulting in loss of information.**
An Archives awareness campaign is planned for the last week in March 2010.
- **Hijacking/robbery of messenger/drivers due to delivery of agendas at night.** Drivers have been trained on Fleet management procedures and drivers are in cellular communication with head office during trips after hours.

- **Pilfering of money due to manual booking of halls (Roshnee and Rust-ter-Vaal).** In order to prevent such possible pilfering, contracts and booking diaries are submitted to management by Caretakers on a regular basis.

CHAPTER 5

5. FINANCE

5.1 Emfuleni financial position

Revenue Trends	<u>ACTUAL</u> 2005/2006	<u>BUDGET</u> 2009/2010	Difference	Percentage
Property Rates	199,419,992	362,860,155	163,440,163	82%
Service Charges-electricity	425,240,535	885,430,655	460,190,120	108%
Service Charges-water revenue	226,504,407	398,304,126	171,799,719	76%
Service Charges-sanitation revenue	71,834,615	171,715,674	99,881,059	139%
Service Charges-refuse revenue	74,831,029	97,608,204	22,777,176	30%
Service Charges-other	89,018,089	152,467,722	63,449,633	71%
Interest on external Investments	14,206,609	17,000,000	2,793,391	20%
Interest on outstanding Debtors	101,689,153	64,119,226	-37,569,927	-37%
Fines	7,966,326	21,455,010	13,488,684	169%
Transfer Recognized	194,843,437	615,027,848	420,184,411	216%
Other Revenue	14,883,562	88,026,779	70,920,826	1175%
Total	1,420,437,753	2,874,015,400	1,453,577,647	102%

5.1.1 Revenue Notes

Assessment Rates - There is an increase of 82% as compared to 2005/2006 Financial year-end. This is due to the impact of the implementation of the new MPRA.

Services Charges - Some of the service charges increases are approved by Council and others like sewerage are influenced by water increases.

Electricity - There is a huge increase as compared to 2005/2006 Financial year. This is explained by the tariff hike over the past four years.

Water - Tariff charges on water charges increased by 76% as compared to the last four years. The increase is determined by Rand Water.

Interest on External Investments - The increase of 20% is due to the fact that Emfuleni had cash invested in interest bearing instruments.

Interest on Outstanding Debtors - This is interest levied on outstanding debtors. The increase of 37% shows that more debtors are still outstanding.

Fines - More fines issued due to increased traffic monitoring and enforcement of traffic rules.

Transfers Recognized -The increases are due to allocations from National Treasury.

Other Income - This consists of:

- Tariff charges levied on: Refuse dumping landfill site tariff charges levied, reconnection fees and unallocated income Sundry income.
- Rental of facilities and equipment
- Licenses and Permits
- Gains on disposal of PPE

Expenditure Trends	<u>ACTUAL</u> <u>2005/06</u>	<u>BUDGET</u> <u>2009/10</u>	Difference	Percentage
Employee related costs	299,931,201	514,356,940	214,425,739	71%
Remuneration of councillors	12,751,861	21,661,949	8,910,088	70%
Debt impairment	119,374,824	392,304,876	272,930,052	229%
Depreciation & asset impairment	73,537,970	137,758,351	64,220,381	87%
Finance charges	23,843,846	11,213,484	-12,630,362	-53%
Bulk purchases	529,430,307	895,530,298	366,099,991	69%
Other materials	7,949,524	2,785,842	-5,163,682	-65%
Contracted services	27,806,461	57,907,382	30,100,921	108%
Grants and subsidies	350,739	94,300,000	93,949,261	26786%
Other expenditure	92,848,782	382,594,067	289,745,285	312%
Total	1,187,825,514	2,510,413,188	1,322,587,674	111%

5.1.2 Expenditure Notes

Employee related Costs - The 71% increase is a result of annual increments and increase in personnel capacity.

Debt Impairment - The 229% increase is due to lower collection rates and debt write offs.

Bulk Purchases -The 69% increase is due to significant tariffs increases imposed by NERSA and Rand Water on electricity and water respectively. These two costs contribute significantly to municipal expenditure.

Contracted Services - The 108% increase is due to significant lease agreements entered into to reduce ageing of municipal vehicles and ensure that service delivery is not negatively affected.

Grants and Subsidies - These have been steeply climbing as a result of additional allocations received from National Treasury, Provincial Treasury and Other State Bodies.

5.1.3 Capital Expenditure

Funds that are available to implement capital expenditure projects have been disappointingly low. The back logs as identified in the IDP have not been significantly addressed.

Capital expenditure has increased by 248% from 2005/2006 as evidenced by the table below.

Capital Expenditure Trends	<u>ACTUAL</u> 2005/2006	<u>BUDGET</u> 2009/2010	Difference	Percentage
Property, Plant & Employment	104,458,183	363,602,000	259,143,817	248%

5.1.4 BUDGET SUMMARY

Table A1 Budget Summary

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Financial Performance										
Property rates	229,180	234,680	262,260	570,140	362,860	626,895	–	316,466	327,850	339,402
Service charges	1,122,586	1,139,383	1,397,543	1,806,459	1,705,526	1,467,939	–	2,084,197	2,364,677	2,851,782
Investment revenue	24,315	34,774	39,309	27,000	17,000	15,266	–	10,000	10,500	11,025
Transfers recognised - operational	281,939	409,828	407,358	591,000	615,028	535,771	–	694,831	774,063	890,226
Other own revenue	87,943	97,887	152,954	(149,319)	173,601	(429,225)	–	77,391	88,317	92,712
Total Revenue (excluding capital transfers and contributions)	1,745,962	1,916,551	2,259,424	2,845,280	2,874,015	2,216,645	–	3,182,886	3,565,407	4,185,148
Employee costs	349,570	384,788	441,011	561,669	514,357	519,407	–	633,905	696,997	768,018
Remuneration of councillors	19,648	18,299	20,150	22,483	21,662	21,672	–	23,538	26,009	28,869
Depreciation & asset impairment	71,879	91,134	115,576	155,760	137,758	22,159	–	148,507	157,110	166,159
Finance charges	20,691	28,533	26,265	20,213	11,213	13,908	–	20,227	21,241	22,305
Materials and bulk purchases	594,120	640,578	779,147	944,310	898,316	883,192	–	1,142,933	1,436,676	1,733,905
Transfers and grants	135,472	108,374	141,896	165,250	94,300	89,188	–	105,000	110,250	115,763
Other expenditure	475,455	379,951	1,024,271	975,595	832,806	70,388	–	1,108,776	1,117,124	1,267,848
Total Expenditure	1,666,834	1,651,658	2,548,315	2,845,280	2,510,413	1,619,914	–	3,182,886	3,565,407	4,102,867
Surplus/(Deficit)	79,128	264,893	(288,891)	–	363,602	596,731	–	(0)	(0)	82,281
Transfers recognised - capital	–	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	79,128	264,893	(288,891)	–	363,602	596,731	–	(0)	(0)	82,281
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	79,128	264,893	(288,891)	–	363,602	596,731	–	(0)	(0)	82,281

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<u>Capital expenditure & funds sources</u>										
Capital expenditure	170,670	244,426	330,297	360,505	363,602	197,904	–	337,148	415,783	527,409
Transfers recognised - capital	61,740	130,905	229,995	124,715	153,900	112,038	–	154,273	165,785	221,402
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	108,930	113,521	100,303	235,790	209,702	77,095	–	182,875	249,998	306,007
Total sources of capital funds	170,670	244,426	330,297	360,505	363,602	189,133	–	337,148	415,783	527,409
<u>Financial position</u>										
Total current assets	570,879	763,683	446,587	386,379	362,939	–	–	454,978	583,568	725,585
Total non current assets	1,295,608	1,535,832	1,536,653	1,736,499	1,737,760	–	–	1,992,188	2,236,509	2,497,669
Total current liabilities	514,351	589,751	590,830	190,460	236,945	–	–	698,086	982,223	1,297,846
Total non current liabilities	138,288	198,607	153,099	181,143	106,143	–	–	119,537	120,231	120,447
Community wealth/Equity	1,213,848	1,511,157	1,239,311	1,751,275	1,757,610	–	–	1,629,543	1,717,623	1,804,960
<u>Cash flows</u>										
Net cash from (used) operating	237,963	369,945	125,329	421,864	347,219	–	–	382,700	417,594	535,593
Net cash from (used) investing	(110,769)	(335,731)	(190,879)	(350,033)	(317,105)	–	–	(344,950)	(389,416)	(486,297)
Net cash from (used) financing	(7,235)	56,686	(39,946)	(62,210)	(41,807)	–	–	10,835	38,544	42,760
Cash/cash equivalents at the year end	260,613	351,512	246,017	255,637	243,943	–	255,637	292,529	359,251	451,306
<u>Cash backing/surplus reconciliation</u>										
Cash and investments available	298,391	389,545	327,286	106,191	178,597	–	–	341,794	408,516	500,571
Application of cash and investments	310,998	359,429	491,134	7,716	17,548	–	–	287,218	202,370	132,403
Balance - surplus (shortfall)	(12,606)	30,117	(163,848)	98,475	161,049	–	–	54,576	206,146	368,168

Description	2006/7	2007/8	2008/9	Current Year 2009/10				2010/11 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<u>Asset management</u>										
Asset register summary (WDV)	–	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	71,879	91,134	115,576	155,760	137,758	22,159	148,507	148,507	157,110	166,159
Renewal of Existing Assets	14,198	25,148	51,211	58,466	112,485	–	75,763	75,763	153,246	150,447
Repairs and Maintenance	104,735	98,920	152,974	203,164	195,274	–	178,450	178,450	192,674	204,778
<u>Free services</u>										
Cost of Free Basic Services provided	–	–	–	–	–	–	104,460	104,460	109,677	115,155
Revenue cost of free services provided	–	–	–	175,064	94,000	–	105,000	105,000	110,250	115,763
<u>Households below minimum service level</u>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	54,000	34,000	30,000	7,871	7,871	8,381	8,385	8,385	9,545	9,549

5.1.5 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description R thousand	2010/11 Medium Term Revenue & Expenditure Framework		
	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<u>Revenue by Vote</u>			
Vote1 - Political Offices	–	–	–
Vote2 - Municipal Manager	–	–	–
Vote3 - Financial Services	1,004,001	1,096,008	1,228,011
Vote4 - Corporate Services	1,950	2,048	2,150
Vote5 - Basic Services	2,095,594	2,376,911	2,865,072
Vote6 - Economic Development and Planning	11,532	12,109	12,604
Vote7 - Safety & Community Development	69,809	78,332	77,311
Total Revenue by Vote	3,182,886	3,565,407	4,185,148
<u>Expenditure by Vote to be appropriated</u>			
Vote1 - Political Offices	56,640	61,357	66,484
Vote2 - Municipal Manager	88,035	93,994	100,683
Vote3 - Financial Services	682,061	718,114	849,380
Vote4 - Corporate Services	63,540	68,561	74,451
Vote5 - Basic Services	1,979,362	2,277,158	2,632,633
Vote6 - Economic Development and Planning	58,117	63,226	69,234
Vote7 - Safety & Community Development	255,131	282,997	310,002
Total Expenditure by Vote	3,182,886	3,565,407	4,102,867
Surplus/(Deficit) for the year	(0)	(0)	82,281

5.2 FINANCIAL CONTROL

The financial control division incorporate the following, Cash management services, cost accounting services, Financial administration of assets, Preparation and presentation of the annual financial statements, the provision of financial information pertaining to the financial statements, The evaluation and preparation of accounting policies and presentation thereof to the Council for approval, The monitoring of the reconciliations and The administration of cashbook.

5.2.1 Achievements

The final Auditor-General's report for the year ended 30 June 2008 was received in December 2008. A report was tabled before Council on action to be taken in addressing all issues raised by the Auditor-General.

The action plan was adopted and rolled out as resolved by the Council. The Audit Steering Committee was established to monitor the progress made in implementing the recommendations from the A-G. This resulted in all clusters taking part in resolving issues raised. It is expected that lesser issues will be raised leading to a cleaner audit report in 2009/10 financial year.

The 2008/09 financial year ended with a positive cash flow. As at the 30 June 2009, the municipality managed to have an operational fund of over R80 million in its call account. This has shown sound cash flow management especially when most municipalities started to experience the impact of the recession resulting in reduced collection rate.

There has been compliance in terms of reporting. All quarterly reports on financial position of the municipality were tabled before council in the last part of the financial year, policies, procedures and controls were reviewed and developed to be discussed in the first quarter of the current year.

In order to enhance capacity in the department, training arranged by the National Treasury on GRAP standards was attended.

5.2.2 Challenges

There was Work to be done towards achieving a clean audit report – 2008/2009.

The need for Compliance to accounting standards exempted for 2006/07 and 2007/08.

Also challenges with the In-house preparation of Annual Financial Statements and the challenge of Having to compile assets register fully complying to GRAP 17.

5.2.3 Asset Management

Emfuleni has approximately fifth thousands assets comprising mainly by the community assets, infrastructure and heritage sites.

Assets department is under financial control department, with the manager controlling both the financial reporting as well as assts management. The asset department is constituted by the chief accountant and four clerk which is not sufficient staffing to the department which control at least 1.4 billion worth of assets.

5.2.4 Core Functions

The main function of the department is to record all acquisitions, movement and disposal within the municipality. The department responsibilities are part of the written systems of delegation and are included in the asset management policy ,which also include the decision on how to account for the transactions e.g whether they should be capitalised or expensed.

Each year stocktaking is conducted once to verify the number of assets as contained in the assets register. Necessary adjustments are always made.

The inputting of data depends on the existence of expenditure on the capital vote. We are currently engaging the insurance department to make sure that all the assets are insured.

5.2.5 Challenges

The department is currently using the scanners of combined systems and the system is not being of much help. There is also communication breakdown within Emfuleni that makes the work more challenging. There is also a staff shortage within the cluster.

As per national treasury guidelines, each asset custodian should report to the manager on performance of the asset in their disposal including any issues that will significantly impede the capability of the asset to provide the level of service or economic benefit. The operations and maintenance of capital assets is delegated from the office of the Municipal Manager through the senior manager. The approval to acquire assets and the time frame for the acquisition processes, project start date, timing and the amount of required capital outlays should be considered and included in the IDP and annual/medium term budget.

5.3 DEBT COLLECTION

- The Collection Targets individual household residents as well as business within the municipal areas. For Business, Concentration is on the top business accounts outstanding.
- A letter of demand is sent out to defaulting clients and within 7 days from date of sending letter, the client has to respond by visiting Debt Management section
- If the client doesn't respond and there is a service account for electricity, a disconnection list of these clients is compiled and sent to Midnight Spark to disconnect.
- If the client does respond he/she can enter into an arrangement to pay the arrears in monthly installments or pay 50% of principal debt and 50% will be written off.
- Currently in certain cases the clients are handed over to Legal Department to institute legal action against the client.
- It is therefore important to implement credit control to prevent current clients on the disconnection list from falling in arrears for more than 30 days.

5.3.1 Factors that hindered collection rate in 2009/10

- Staff Shortage
- Office Space
- Wrong and interim billing on accounts, the sole most problem that residents complained about.
- No readings on accounts
- No meters on accounts
- Client with wrong account put on extension not on monthly basis, the account is not been corrected in a months time and the clients monthly payment not monitored.
- Account put on extension for high billing and if client can't afford to pay the current monthly account.
- Electricity not disconnected, illegal connection because of meter boxes standing open)
- Certain areas electricity can't be disconnected (Rust-ter-Vaal, Ironsyde)

- Certain areas the outstanding balance is not collectable due to various facts (ex. indigents can't afford to pay the monthly charges even after they have been subsidies.
- Legal support not to handle only one or two cases but a lot of cases at a time. (time is of the essence and it can't take up to two or three weeks before legal action is taken)

A need for a new Supportive debt collection software is urgent. The current software seems to be wrecked with enormous strain. There are attempts to introduce a new software. There are Companies who seem to have a solution and have requested a hearing through presentation of their software.

5.3.2 Possible Immediate Solutions

The Staff of debt management should not be struggling sorting out wrong accounts.

A Reliable contractors to do disconnection only working for debt management, and a Legal assistance (summons, garnishing orders, attachment of property, auctions) Put clients on ITC as a final measure.

5.4 SUPPLY CHAIN MANAGEMENT

Table 5.4: Awarded Tenders for 2009/10

	Number	%	Rand
Numbers of awarded tenders	89		
Total value of tenders			R 281 820 500
Percentage spent on Historically Disadvantaged Individuals		68	R 190 775 616
Percentage spent on Female		20	R 56 924 904
Tenders awarded to local companies	27	33%	R 91 951 483
Tenders awarded to outside companies	62	67%	R 189 869 062

To achieve the above, the following were implemented.

5.4.1 Internal relations

Supply Chain Management Department as the engine of service delivery within the municipality, have a responsibility to ensure that it assist the user department on the procurement of goods and services within the shortest possible time. For us to be able to adhere to this we have done the following:

All the buyers were informed of the turnaround times required and they do their best to stick to those.

Workshops were held with user departments to ensure that communication takes place between the user department and the Supply Chain Management. This was as a means of ensuring that Supply Chain Management Department informs the user department on procedures to follow when engaging Supply Chain Management on their different needs.

All Supply Chain Management Procedures were posted in the R-Drive on a folder called MAGRIETA. These documents reduced the number of deviations received for the financial year.

Stores tenders are in place; these ensure that the stores section is able to provide the necessary support to the user departments in time. This also ensures that emergency work is attended to on time.

5.4.2 External Relations

For the smooth running of procurement, a need to engage the community was identified. This was attended to as follows:

Suppliers were invited to register on the database. Most suppliers responded to the advert.

Workshops with prospective and current service providers were held, teaching them how to fill in tender documents, how to register on the database, how to complain and how to participate in the Supply Chain Management Process. This was aimed at enhancing the relationship between SCM and the service providers within the Emfuleni region. Suppliers who attended this workshop were able to submit correct documentations during the database registration. Most tenders from tenderers residing within the Emfuleni Region were submitted with minimum mistakes compared to previous years.

Staff shortage has been a serious problem in the department. Most of the vacant positions were advertised and some positions were filled while others are to be filled.

The SCM launched the internet link this financial year to give members of the public access to the activities of Supply Chain management. Amongst the benefits of this initiative service providers do not have to travel to Emfuleni Local Municipality offices to buy tender documents. Tender document, Service Providers forms, etc can be downloaded from the internet and where payment is necessary, this can be done at the nearest ABSA Bank at the account number provided in the website.

5.4.3 Statutory requirements

The South African Constitution indicate that the procurement of goods must be fair equitable transparent, cost effective and efficient. This statement will be used in providing the narrative of Supply Chain Management Department.

Equitable Of all the advertised tender for the financial year 2008/9 we have ensured that we take into consideration the HDI's and the Local Community. Preferential points were allocated for each tender to achieve this.

5.4.4 Transparent

In order to achieve this, all tenders were advertised on our web-side, Local and National newspapers. We have also ensured that we open all tenders in public.

5.4.5 Fair

All awarded tenders are advertised in the web-site to ensure that all citizens have access to this information and to allow them to raise their queries and concerns every time they feel the inconsistency between what transpired during the opening of tenders and the awarding of these tenders. Terms of the tenders are publicly stated and all suppliers are evaluated on the same terms.

5.4.6 Cost Effective

Tenders were awarded in line with the policy. This facilitate that we do not only look at the price, but we look at all aspects of the tender such as the quality, the after service where necessary, the delivery period and the effectiveness of the goods/services. Where submitted prices were exorbitant, we have had meetings with suppliers as per the Supply Chain Management policy.

5.4.7 Efficient

In awarding tenders we ensured that the economy is spread. Most tenders were awarded to more than one service provider to ensure effective and efficient service delivery. This ensured that visible service is provided to communities within a small space of time.

5.5 INTERNAL AUDIT

The in-house internal audit department of the Emfuleni Local Municipality was established during the month of September 2006 and operates under the cluster of the municipal manager. It reports administratively to the Municipal Manager and functionally to the Audit Committee. Furthermore, it is divided into two sections, namely: Operational Audits and Special Investigation & Performance Audits.

The section deals mainly with daily operations of the various clusters within the municipality. The objective thereof being to provide the Council and Management assurance on the implementation of policies and procedures, risk management process controls, systems and governance processes that will add value to the effectiveness and efficiency of the operations in order to achieve the municipality's objective of service delivery to the members of the community.

The audit cluster draw your attention to the following focus areas: Progress made on Planned Operational Audits, Implementation of the Risk Management Process, risk identified and way forward.

5.5.1 Operational Planned Audits

Internal Audit has for the financial year under review operated with a risk based annual plan approved by the Audit Committee and Council on 09 October 2008 and 09 December 2008, respectively.

It needs to be borne in mind that for the financial year 2007/08, internal audit was operating without an approved plan which led to the Auditor-General not placing reliance on our work. An internal audit risk-based operational plan is a reflection of all identified auditable areas by both management and internal audit.

5.5.2 Risk Management Process

- In the absence of the Risk Management Unit within the Emfuleni Local Municipality, internal audit was requested to assist by facilitating the introduction and rolling out of the Risk Management process.

- Our first step was the development of the Risk Management Framework which was approved by Council on 09 December 2008.
- The roll-out process was planned to be conducted in two stages, these being the raising of awareness of the risk concept to the various clusters to obtain management buy-in and the other being to coordinate the development of risk registers by the various clusters and departments.
- The awareness process commenced during the month of January 2009 and was finalized during the month of April 2009. The second and final stage is at an advanced stage and is earmarked to be finalized by the end of August 2009.

It should be noted that the finalization of this consulting activity will also assist internal audit in the development of risk-based audit plans as per the requirements of the Municipal Finance Management Act.

5.5.3 Anti-Fraud and Anti-Corruption Strategy

- The Anti-fraud and Anti-corruption strategy was developed and was approved by Council on 09 December 2009.
- A “Red Card” hotline awareness was launched on 12 March 2009 by the Honorable Executive Mayor and received a wide media exposure. In addition the Internal Audit Department assisted in designing, awareness as well as the distribution of the designed posters to further promote the awareness.
- Internal Audit Department encouraged the municipality to introduce the usage of a hotline number for reporting of incidences of fraud and corruption perpetrated against the municipality in trying to ensure confidentiality as well as protection of whistle blowers. The operation of the hotline function has been outsourced to an independent professional body to ensure transparency and thereby emphasises the commitment of the Council to eradicate these humiliating practices.
- The reported cases are strictly attended to by the internal audit department and reports thereof are table to the Audit Committee on a Quarterly basis.

5.5.4 Risks Identified

The following are the risks identified during the period under review:

Assets:	Non-maintenance of municipal assets; Inaccurate and Incomplete asset register;
Systems:	Various systems utilised by the municipality not being interfaced; Systems that are neglected and/or underutilised (PDMS: Success Factors & Intenda Solution Suit: Supply Chain Management);
Operational:	Lack of contract management; Lack of job descriptions for municipal staff; Unskilled staff due to lack of training;

Control Weaknesses: Lack of policies and procedure manuals:
Lack of internal checking control measures; and
Lack of succession planning

CHAPTER 6

6. MAYOR'S OFFICE

6.1 PRELUDE

The Office of the Executive Mayor is established in terms of the laws of the Republic. It finds its existence and genesis on the duties, roles and responsibilities on the virility on the relevant legislation conferring and defining legislative competencies and obligations of local government.

The Executive Mayor within the realms of the law remains at the political apex of the municipality exercising political authority.

The Executive Mayor of Emfuleni Local Municipality is Councilor Sithole Assistance Mshudulu.

The Mayor's functions, duties and responsibilities, inter alia, are as follows:

Provision of political leadership and guidance;
Twelve point plan-inauguration speech-achievements;
Filling of critical positions;
Expediting service delivery;
Instilling a culture of work and professionalism;
Batho-Pele and quality service.

6.2 MAYORAL COMMITTEE

The Mayoral Committee is the cabinet of Council with Executive authority. It comprises of councilors appointed by the Executive Mayor.

The Mayoral Committee exercises political oversight and provides political guidance and leadership over the overall functions and performance of the municipality.

Each of the Members of the Mayoral Committee provides such leadership over his/her respective portfolio. Collectively they meet in the Mayoral Committee presided over by the Executive Mayor.

The Mayoral Committee meetings are attended by the members of the Mayoral Committee, Chief Whip and Speaker (*by invitation*) members of Senior Management any person the Executive Mayor deems fit to invite.

The Mayoral Committee convenes ordinary and special meetings. The head of the delegation of senior management is the Municipal Manager.

The Mayoral Committee considers reports from senior management where upon an action list is designed to assess the implementation of its resolution and to track progress thereof and to further development strategies where there are difficulties and technicalities in the implementation of its resolutions.

Much as we believe in the open door policy principle, availability, accessibility and Batho-Pele principles, protocol and systems need to be adhered to.

There is therefore a need to instill confidence and trust in the capability, ability, expertise and the political astuteness and acumen of political office bearers of Council. That is the line of functionality and accountability.

6.3 SERVICE DELIVERY

This remains the core function of local government. By its very own nature, the Emfuleni Local Municipality remains a first point of entry and serves as a linkage between communities, provincial and national government and other government institutions.

On assumption of duties, the Executive Mayor adopted a 100 Days Plan of Action with the aim to accelerate service delivery and to put in place a human capital with the necessary skills, experience and expertise to meet challenges that arise with the service delivery mandate in line with the vision, mission and strategic objectives of the municipality.

It is through the political guidance of the Executive Mayor and his mayoral collective that strategic interventions were made in order to execute the pivotal service delivery mandate.

This can be attributed by common vision, purpose and selfless political leadership.

In assessment of the past years, we are proud as Emfuleni Local Municipality that we have achieved beyond our challenges and expectations. A lot has been done. This is attested by our service delivery and implementations plans of the entire municipality.

As an example, the financial accounting systems of the municipality were not impressive. It is through our interaction with the treasury and the Auditor-General that there has been massive improvement in order to strive for a clean audit.

Although challenges remain gargantuan we are on track.

The following protests and concerns were raised and how they were addressed:

Ward/Place	Demand/issue/	Interventions	Comments
Zone 6	Upgrading for better roads, water logged houses, grass cutting, drainage system.	A meeting with the community was held where a team was dispatched to address these issues. Matters attended to through grading of roads and opening water channels.	There is a need to pool more resources through PTP and other interventions. There were no subsequent protests.
Boipatong hostel	Demand that bigger houses be built.	A community meeting held. A letter was written to the province to intervene on all housing matters	This matter is outside the powers of ELM. However it is a concern of a small group. Provincial government to intervene. Still awaiting a response.

Ward/Place	Demand/issue/	Interventions	Comments
West side park	Housing, water. The ownership of land changed hands and he contractor could not deliver as expected. There is a sewer pipe obstructed by a big rock. This needs consultants to deal with	A meeting was held with the community. A letter was written to the department of housing. The municipality graded roads, cut grass and made provision for water through communal water taps.	The department of housing is in the process of acquiring land to build houses. Progress herein relies on the technical aspect.
DA-Vanderbijlpark	Potholes, streets lights, long grass and billing system.	A team was dispatched to deal with these issues. All were addressed.	There was lack of capacity on the part of the municipality to cover all areas, given its meager resources. In dealing with backlogs we have a team dealing with a rolling plan on a rotational basis in all areas
Zone 10	Demand for a R50.00 flat rate for services.	A meeting was convened where the community was informed that there is an indigent policy and those who cannot afford can be catered for by the policy.	Residents of this area are affluent and employed. Their concern was addressed again during public participation.
Tshepong	Installation of electricity.	A meeting was held with Eskom and the community. An undertaking was made that ELM will service the area and Eskom will start work on January 2010. ELM is currently on site working on electrification pending the arrival of Eskom.	Eskom made a presentation to ELM. It indicated there is a need for proper planning in order to apply for funding timeously.
Boiketlong	Housing, lack of water	The province is negotiating for the purchase of the land. The area has water and we have graded roads	This is a squatter camp. In line with government millennium goals this needs to be urgently addressed.

Ward/Place	Demand/issue/	Interventions	Comments
Beverley Hills RDP houses	Streets grading, electricity and water logged	A meeting was held with community. Roads were opened because the were no roads. Opened storm water channels to avoid flooding of houses.	Eskom need to speed up the process of Housing electrification
Sonderwater	No infrastructure for basic services and Housing development	A meeting was held with the community to explain the process of Housing development together with the officials from the Provincial housing department	The provincial housing department is busy now with the infrastructure development. The contractor is on side
Kwa-Mazisa	The infrastructure is dilapidated. There is no water, electricity and toilets	The Municipality has moved in to provide basic services on day to day basis	There is a need to take over the ownership of the hostel through expropriation. The provincial government needs to appoint consultant to refurbish the hostel.
Ward 2	There is a demand for tarred roads	Through ward based projects, funds are being sourced to tar roads	Government should intervene as part of millennium goals
Zone 14	Non-payment of sub-contractors	The Municipality intervened by calling the meeting between the contractor and workers. Council ensured that workers are paid.	Exploitation of workers by contractors cannot be tolerated by Emfuleni Local Municipality.
Weco	Evictions by the sheriff. There s a dispute between private owners and banks. People demand that banks not evict although they are owing.	A steering committee was set-up to look into the issue. This comprises of WECO, SAPS and sheriff. Emfuleni is not part of this although it addressed concerned persons.	There is no role the municipality can play owing to the private nature of the transaction. This is just an interest group advancing narrow interests.
Springkol	Electricity and sewer blockage, grass cutting and street lights.	These were addressed and the mayor was invited to be thanked	
Rust-ter-Vaal	Houses, long grass, illegal dumps, dysfunctional street lights and bad roads	The Provincial government is in a process of building houses. EIA was done. Roads were tarred, street lights fixed and illegal dumps removed	There is a dispute between Midvaal and Emfuleni Local municipalities over the sewer connection.

Ward/Place	Demand/issue/	Interventions	Comments
Beverley Hills	Housing and land	This is dispute on land ownership. A meeting was held and radio interviews held for clarity. The matter is in the hands of the DLHG	There is a need to provide land for more houses.
Palm Springs	Sewer, illegal dumps, bad roads	These issues were addressed	There is a need for a compatible truck for removal of big rocks.
Evaton	Erection of speed humps owing to high rate of accidents.	This is a special project of the Executive Mayor. Ten speed humps are in the process of being erected to avoid pedestrian fatalities.	Community members requested ELM to erect humps. The Executive mayor heeded the call.
Evaton	Adams road	The contractor to 20PTP removed the barriers which affected traffic flow.	The community is very satisfied.
Rus-ter-Vaal	Lack of houses. There is a delay on the finalization of the sewer connection for the new development of houses. The EIA was done and the land has been serviced	The provincial department of housing convened a meeting of stakeholders on the 12 September 2009. The department undertook to engage the province to resolve the matter. The community undertook to halt the protests	A clinic and hall were burnt down. Although there is progress regarding development there was no feed back to communities.
Evaton North	Lack of houses and bad roads	A stakeholder meeting was held on the 17 th September 2009 with community leaders, MMC's and councilors. Although houses were built, it is only a few that are remaining to be completed. The ELM roads department was commissioned to grade roads. Mr. kheswa of the roads department undertook to deal with the matter by the 18 th September 2009. He will be working closely with Mr. J Finger of ELM.	The project manager committed government by telling people that all houses will be built in March 2009. He did not have the mandate to do so.

As we march towards the 2011 local government elections, we should have moved at a pace faster than the millennium goals and the targets we have set ourselves. It is through this that we can change the face of Emfuleni and further change the lives of our people for the better.

6.4 INTERGOVERNMENTAL RELATIONS (IGR)

There are three tiers of government. There is an indispensable linkage between all tiers of government, local municipalities under the jurisdiction of the Sedibeng District Municipality.

These interactions and relationships are coordinated at the level of the:

- Premier's Coordinating Forum;
- South African Local Government Association;
- Joint Mayoral Forums;
- Auditor-General;
- Standing Committee on Public Accounts;
- Public Protector;
- Eskom; and
- National and Provincial government departments, inter alia.

6.5 BURSARY FUND

Granting of bursaries since 2007 is detailed hereunder:

2007

On 30 January 2007, 42 applications were received and 16 eventually granted. The status of these students is as follows: (The majority of these students are busy with their final year.) (The bursary was not advertised during 2006/7)

Presently running (all signed 2009 agreements)	5
Final year - Started with In-Service Training at Emfuleni Council	2
Obtained degree and assumed duty elsewhere	1
Failed subjects to rewrite in 2009 and will report to Council in 2010	1
Blocked as a result of non-submission of 2008 results (owe univ hostel fees)	1
Final year - Waiting for Council's Training Section to start In-service Training	1
Dropped studies and handed to Legal for recovering of debt	<u>3</u>
	14

2008

51 Applications were received for 2008 of which 36 were granted during February 2008. The status of these students is as follows: (These bursaries comprise first, second and final year students). (The bursary was not advertised during 2007/8)

2009

An advertisement was placed in two local newspapers during November 2008 for the 2009 academic year. The Communication Section arranged coverage on the local radio stations and notices were placed at strategic places all over the Emfuleni area.

216 Application forms were received on the closing date (16 January 2009) and 23 successful students were identified and informed, of which only 10 eventually accepted.

The total bursary holders at this stage are therefore as follows:

2007	11
2008	36
2009	<u>17</u>
Total	64

6.5.1 NUMBER OF STUDENTS AGAINST VARIOUS STUDY FIELDS

STUDY FIELD	2007	2008	2009
Public Relations		1	1
Electrical Engineering			2
Mechanical Engineering			1
Civil Engineering	1	1	
Chemical Engineering	1		
Bio-Medical Technology			2
BSC			1
BSC Info Technology			1
BSC BMI			2
B.Com Behavioral Science	1	2	2
BA Language			1
MBBCH/MBCHB			2
BSC Pharmacy			1
Tourism	1		1
Computer Systems/Information Technology		5	
Financial Accounting/Chartered Accountancy/B.Comm Acc	2	4	
Audit		1	
Hospitality Management		1	
Office Management & Technology		2	
Logistics	1	1	
Non-destructive Testing		1	
BA Industrial Psychology		4	
BA Communication & Politics		1	
B.Comm Human Resources Management		3	
Clinical Psychology		1	
B.Comm Economics		2	
Business Maths & Info Science		1	
BA Development and Management/Public Management	1	1	
BSC Statistics/Mathematical Statistics	1	1	
BSC Human Biology		1	

STUDY FIELD	2007	2008	2009
Education		1	
Banking		1	
Analytical Chemistry	1		
Political Science/LLB	1		
	11	36	17

6.5.2 FINANCIAL INFORMATION

An annual amount of R1,5m was budgeted for the Bursary Fund on vote 5101/01/1/06/0102 during the 2007/08 and 2008/09 financial years.

6.5.3 CHALLENGES

The administration of the Fund is riddled with complications manifested in the following:

- Slow submission of invoices by some institutions;
- Reluctance of students to sign agreements;
- The Fund's meager budget (not making provision for a full bursary) resulting in students not being able to pay hostel and other fees not covered by the bursary;
- Lack of clarity on internship/placement and
- Incorporation/transfer of the administration of the Fund to the Executive Mayor's office.

6.6 HOTLINE

One of the achievements is the launching of the anti fraud and anti corruption Hotline. This was done after the adoption of the Anti-Fraud and Anti-Corruption Strategy by Council.

In the past Emfuleni Local Municipality was in the news for wrong reasons. It is through this strategy that we have achieved more by stamping out corruption. A declaration was signed by all members of senior management during the executive Mayor's Budget Speech of 31st march 2009, Bophelong.

This declaration committed members of senior management towards intolerance to graft, gluttony and corruption. This hotline is accessible to community members where callers are anonymous. It is a huge success (refer to the report of the Chief Audit Executive).

In his budget speech of the 31st March 2009, the Executive Mayor announced the establishment of a Mayoral Hotline. This was to deal and address community concerns.

A pilot project was established in the Executive mayor's office and it proved a success.

President JG Zuma announced the establishment of a hotline to be based in the Presidency. It is functional and linked to the provincial government and municipalities.

The challenge we face as Emfuleni is that we do not have an electronic system that is compatible and linked to that of the province and the President. Emfuleni Local Municipality was directed to install an electronic system that is central.

Currently we have service delivery (call centres) hotlines;

- Executive Mayor - (016) 950-5308
- Metsi-a-Lekoa - (016) 986-8366
- Electricity - (016) 422-1656
- Health - (016) 988-1064
- Water and Lights - (016) 950-5107

The Executive Mayor's Hotline does not have dedicated personnel. It has been functioning on an ad hoc basis. This does not augur well for its purpose and defeats the commitment made by the Executive Mayor.

An electronic version is a necessary tool to link it to that of the Province and president for efficiency and proper recording.

6.7 SPECIAL PROJECTS

These are special projects that are designed and geared towards:

- Education;
- Women empowerment;
- Youth development;
- Women development;
- People with disability
- Transformation of gender relations;
- Development with people with disability;
- Moral regeneration;
- Job creation and economic stimulation;
- Crime obliteration;
- Curbing HIV/AIDS;
- Skills Development;
- Building and empowering Non-governmental Organizations and Community Based Organizations;
- Community and social development;
- Sport, Arts and Culture;
- Heritage;
- Women and children abuse;
- Alcohol and substance abuse; and
- Healthy and cleaner environment, amongst others.

The implementation of these projects rests with coordinators responsible for:

HIV/AIDS
Youth
Gender

Disability
Children
Elderly

The Special Projects Coordinator is responsible for the overall coordination of Special projects, including protocol and events.

These projects are politically coordinated in the Executive Mayor's office and implementation is done in concert with relevant departments.

6.8 POLICIES

The following policies are at a draft stage and will be tabled and discussed by the relevant committees of Council. The section 79 on gender should include youth, disability, children and elderly.

This is a resolution of the South African Local Government Association (Salga) on Gender, Youth, Disability, Elderly and Children (GYDEC).

A report from the Chairperson of section 79 highlighted that:

- There are councilors who attended national and provincial gender meetings with out attending section 79 meetings;
- No reports are tabled to the section 79 meetings;
- No reports are received from the gender coordinators; and
- The Chairperson and other committee members are not informed of meetings.

6.9 CHALLENGES

- Some staff members perceiving themselves as politicians by virtue of them being in a political office;
- Lack of training;
- Some staff members not having driver's licenses;
- Computer illiteracy;
- Lack of interpersonal relations;
- Unprofessionalism;
- No secretary allotted to the Manager;
- Office space

6.10 PUBLIC PARTICIPATION

The speaker's office in collaboration with the IDP Office is responsible for Public participation as required by the Municipal Systems Act.

Public participation meetings are held to afford the community the opportunity to consider the draft budget and IDP before adoption by the council

The Office of the Speaker is instrumental in the establishment and the functionality of the Ward Committees. The cardinal function of these ward committees is to assist the democratic representatives (Ward Councillors) to carry out their respective political

mandates and to promote an ongoing process of debate, dialogue and communication between the Emfuleni municipal council and the community.

Various ward committee meetings were subsequently convened to discuss basic service delivery issues and business activity matters including, the provision of water, health services and electricity, Pipe leakage, contents of the IDP, Nutrition programmes Waste removal and Identification of indigent households.

The Speaker heads a committee that handles all petitions by the community.

A petition is a written request, representation, submission or complaint lodged by a community member (or members) with the Emfuleni council in respect of an issue that the petitioner would like the municipality to attend to.

In general, a petition can ask the council to amend existing by-laws or introduce new ones, or take a view on a matter of public interest or concern.

While any individual or group may petition the Council, the process does not guarantee success for the petitioner. However, it provides one channel through which persons can exercise their democratic right to participate in the governance of the municipality. The 2009/10 Public Participation meetings were structured as follows:

Four public participation and one business breakfast meetings took place in May 2010. These meetings were clustered into regions one to four and different venues were used. Region 1 consisted of Wards 18,19,20,24,26,29,37,38,39,40,41,42&43, this are wards that are located in Evaton, Palmsprings and Zone 3,7&8 Sebokeng and the venue used was Tshepo Themba hall in Residensia. Region 2 consisted of Wards 3,4,5,6,7,8,9,10,23 &25 this wards are located in Bophelong and Vanderbijlpark, Bophelong community hall was the venue used. Region 3 consisted of Wards 1, 11,12,13,14,15,16,21 &22, they are located in Sharpeville and Vereeniging and the venue used was Vereeniging Banquet hall. Region 4 consisted of Wards 2,17,27,28,30,31,32,33,34,35 &36 all located in Sebokeng and the venue used was Saul Tsotetsi Sports complex. The Business breakfast meeting consisted of business people, NGO's and Sector departments and venue used was Riverside hotel.

Although different wards have different needs, however the common issues that were captured from all the public participation meetings are as follows:

- Poor roads
- Sewer blockages
- Dysfunctional high mast lights
- Need for parks and recreational facilities
- Unemployment
- Request for the allocation of funds for programmes that support people with disabilities and youth.
- Local business people are not benefiting from ELM projects
- Conversion of neglected buildings into recreational facilities
- Most government buildings are inaccessible for people with disability
- Construction of a bridge between Zone 7 and Ironside
- The actual role of Evaton Renewal Forum
- Housing

CHAPTER 7

7. OFFICE OF THE CHIEF WHIP

7.1 BACKGROUND

In terms of the Local Government: Municipal Structure Act, 1998, Amendment of Notice Establishing the Emfuleni Local Municipality published by the MEC for Local Government in terms of the Extraordinary Provincial Gazette issued on 19 December 2003; The provincial gazette Notice No. 6765 of 2000) was amended as follows thereby giving effect to the appointment of a Single Whip (hereinafter referred to as Chief Whip) as a full-time Office Bearer of Council:

"AMENDMENT OF PART 3

Amendment of clause 16

Clause 16 is hereby amended by the substitution therefore of the following clause:

'16. Any or all of the following office bearers may be designated by the Emfuleni Local Municipality as full-time councillors:

- (a) The Speaker;
- (b) The Executive Mayor;
- (c) Members of the Mayoral Committee and
- (d) A single whip for the Council.

7.2 ROLE OF THE CHIEF WHIP

The ANC is the majority Party and Chief Whip is both Whip of the Council and the majority party.

The Caucus is made up of different party caucuses with majority party caucus chaired by the Chief Whip. The Whip has to ensure cohesion and discipline among majority party councillors.

The Office of the Chief Whip has to ensure that the majority party's agenda shapes the programme of Council as informed by the Majority Party Manifesto and Policies.

The Chief Whip has also the following roles:

- Chairperson of Chief Whips Forum, which consists of all party whips.
- Chairperson of the Whippery, which consists of majority party whips of Section 80's.
- Oversees and monitors constituency work of councillors.
- Oversees the implementation of the Caucus research agenda.
- Co-ordinates and oversees the implementation of the programme of action of the Caucus.
- Has to ensure the discipline of the councillors.

7.3 STAFF COMPLIMENT

To achieve the above objectives, the Chief is allocated a budget with full staff compliment, mentioned hereunder is the summary of activities in the Office of the Chief Whip:

Ass Manager: Caucus	• Prepare Caucus Reports • Co-ordination and preparation for Caucus • Provide support to the Caucus • Co-ordinate and collate Caucus Sub-committees Co-ordinators work. • Co-ordinate the work of the Multi-party Whippery • Responsible for the management of the office staff and budget • Provide support to the Opposition Chief Whips as required • Part of the Caucus Management Team
Senior Adm: Caucus	• Provide technical support to Caucus sub committees. • Provide Research and Development support to Caucus Sub committees • Attend to Caucus Sub-committees related queries • Co-ordinate councillors constituency visits • Co-ordinate Caucus Sub-committee activities • Prepare and submit Sub-committee reports • Providing support to the Caucus Secretary • Part of the Caucus Management Team • Part of the Newsletter Editorial Team • Communication officers of the Caucus
Admin Ass	• Provide Admin support to Caucus Sub committee Coordinators • Typing of reports, minutes and filling correspondence • Book venues for workshops and arrange transport for delegates • Arrange catering for workshops and meetings

CHAPTER 8

8. ECONOMIC DEVELOPMENT PLANNING

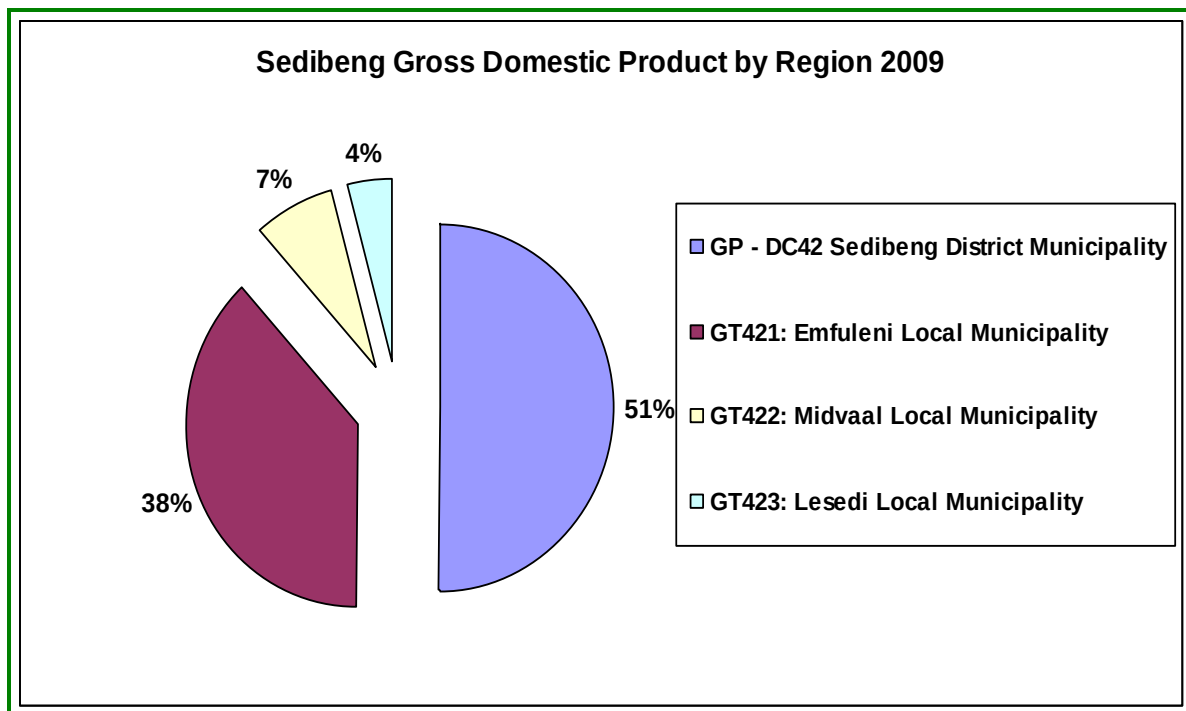
8.1 LOCAL ECONOMIC DEVELOPMENT (LED)

8.1.1 INTRODUCTION TO THE SITUATIONAL ANALYSIS

Since the start of the transition to democracy, there has been an increasing emphasis on local economic development (LED) in South Africa. LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. LED brings into focus the role of towns in fostering new opportunities for people. This is important for promoting broad based economic growth, improving social welfare and promoting a more varied and vibrant local economy.

In the strict economic sense, LED in the context of local governments implies creating favorable conditions for business in order to attract investment and skilled people to an area.

Diagram 7.1 : Sedibeng Gross Domestic Product by region 2009



The figure above illustrates the comparison of the locals contributing to the GDP. Emfuleni local municipality ELM is the biggest contributor to Sedibeng GDP and followed by Midvaal LM and Lesedi LM.

Table 8.1 : Labour Remuneration according to Economic Sectors - 2008

Economic

Labour Remuneration

**Broad economic sector (Current prices, R 1000)
2008**

1 Agriculture	39,744
2 Mining	19,807
3 Manufacturing	4,585,953
4 Electricity	283,585
5 Construction	328,104
6 Trade	622,148
7 Transport	213,261
8 Finance	518,380
9 Community services	2,958,430
Total Industries	9,569,412

The above table indicates various economic sectors contribution to the GDP.⁵

Table 8.2 : Percentage Contribution to GDP According to Economic sectors

ECONOMIC SECTORS	2001	2002	2003	2004	2005	2006	2007	2008	2009
1 Agriculture	1.6%	2.3%	1.9%	1.6%	1.3%	1.4%	1.5%	1.6%	1.8%
2 Mining	0.3%	0.3%	0.2%	0.3%	0.3%	0.4%	0.3%	0.4%	0.3%
Primary Sector	1.8%	2.6%	2.2%	1.9%	1.7%	1.8%	1.9%	2.0%	2.1%
3 Manufacturing	43.2%	46.0%	44.5%	44.0%	43.7%	43.7%	45.5%	46.0%	40.8%
4 Electricity	3.8%	3.8%	3.8%	3.6%	3.7%	3.6%	3.3%	3.2%	3.3%
5 Construction	2.2%	2.1%	2.3%	2.4%	2.5%	2.8%	2.9%	3.1%	3.5%
Secondary Sector	49.2%	51.9%	50.6%	50.0%	49.8%	50.0%	51.7%	52.3%	47.7%
6 Trade	8.7%	8.0%	8.1%	8.2%	8.1%	8.0%	7.5%	7.1%	7.4%
7 Transport	5.2%	4.9%	4.9%	5.1%	5.1%	4.7%	4.4%	4.2%	4.4%
8 Finance	12.3%	11.9%	12.2%	12.9%	13.3%	14.5%	14.9%	15.0%	16.0%
9 Community services	22.7%	20.7%	22.0%	21.9%	22.0%	20.9%	19.6%	19.4%	22.3%
Tertiary Sector	48.9%	45.5%	47.2%	48.1%	48.5%	48.2%	46.4%	45.7%	50.2%
Total Industries	100	100	100	100	100	100	100	100	100

Source: Global Insight, 2008)

The main contributor in the economy by sector consist of the secondary sector at 47.7%, as well as tertiary sector at 50.2%.(((CUT The primary sector contributes less at 2.1%.)))

The primary sector of the economy consists of the agricultural as well as the mining sectors.

Mining contributes 0.3% while agriculture contributes 1.8 % to the Sedibeng GVA and together contributing 2.1% which is an increase of 0.1% compared to the 2008 figures of 2.0%. The secondary sector of the economy consists of manufacturing, electricity and construction. The manufacturing sector is the largest contributor to the economy of the region contributing 40.8%.

⁵ Currently Agriculture is underdeveloped and do offer substantial development opportunities, especially after the announcement by the President that Agriculture and Rural Development departments must be established at national, provincial and local government levels.

Table 8.3 : Economically Active Population (EAP) by Race

Labour

**Economically Active Population (EAP)
Number of EAP,
official definition
2008**

Male		
	Black	118,689
	White	19,772
	Coloured	1,494
	Asian	1,687
	Total	141,642

Female		
	Black	103,385
	White	13,090
	Coloured	1,271
	Asian	751
	Total	118,497

Total		
	Black	222,074
	White	32,861
	Coloured	2,766
	Asian	2,439
	Total	260,140

The three tables above represent economically active population by race and gender. Black males and females are the highest in numbers followed by Whites, Coloreds and Asians.

Table 8.4 : Number of households by income category

Income & Expenditure

Number of households by income category

	Black	White	Coloured	Asian	Total
0-2400	1,085	0	65	0	1,150
2400-6000	3,355	16	51	0	3,422
6000-12000	15,661	54	363	30	16,108
12000-18000	18,035	53	250	42	18,380
18000-30000	24,291	56	219	89	24,655
30000-42000	20,919	28	206	105	21,258
42000-54000	16,493	312	147	96	17,048
54000-72000	15,832	971	159	203	17,165
72000-96000	13,192	1,994	136	249	15,571
96000-132000	10,860	3,627	120	143	14,750
132000-192000	8,784	5,094	104	224	14,206
192000-360000	7,956	9,174	117	322	17,569
360000-600000	3,111	5,925	46	148	9,230
600000-1200000	1,112	3,545	38	86	4,782
1200000-2400000	253	1,023	0	17	1,292
2400000+	52	204	0	1	258
Total	160,992	32,077	2,021	1,754	196,844

(Global Insight 2008)

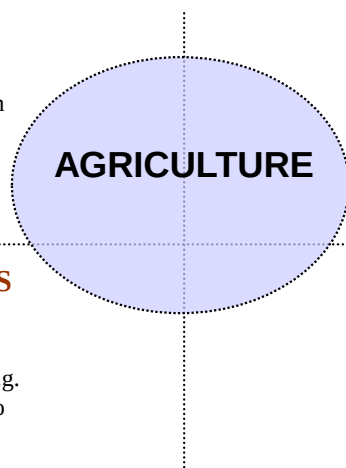
Sector Analysis

STRENGTHS

- Cooperatives available
- Linked to manufacturing
- Potential to absorb local labour
- Potential for agric. tourism
 - Agricultural fair
 - Fishing potential
- Potential for agricultural research & development

OPPORTUNITIES

- Gauteng market
- Links with other areas e.g. Chemcity: Metsimaholo
- DTI business support



WEAKNESSES

- Has no backward linkages especially for labour
- Poor urban agric: vegs, flowers
- Poor involvement of blacks in agric. enterprises
- Silent agriculture: fair trade

THREATS

- Residential encroachment
 - Land reform slow
- Zero sum effect: no wholistic vision
- Low environmental conscience

Coal mining is the main activity in this area. This activity draws its history to the discovery of coal and its exploitation during the apartheid years.

It played a crucial role in the development of the Vaal as an industrial area from clay making to coal production. Its contribution to the Emfuleni GGP has declined from 0.5% in 1990 to 0.2% in 2000 showing a decline of -3.2% per annum. As of 2004, employment was estimated at about 1 230 or 0.8% of the total employment in the area.

The development of agriculture within Emfuleni is addressed as follows:

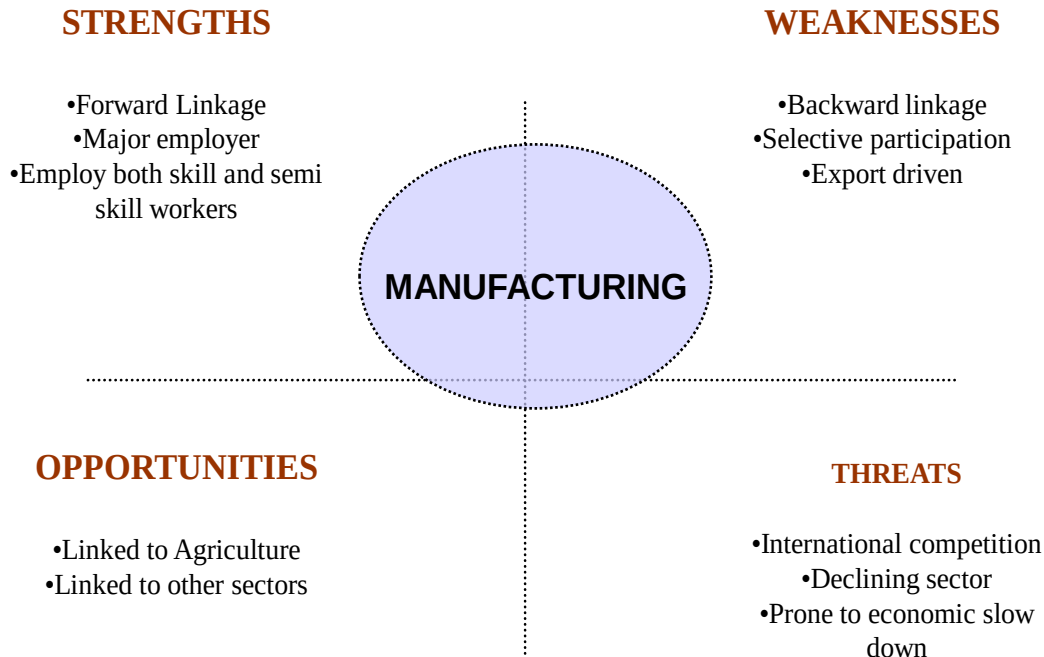
- Extensive Agriculture: The area to the west of the N1 Freeway is extensively used for dryland commercial agriculture and must be protected and used for such purposes.
- Urban Agriculture: Various portions of land have been identified in close proximity to existing and proposed urban development areas with the primary purpose to present an opportunity to unemployed disadvantaged beneficiaries to become involved with subsistence urban agriculture.

Agriculture and mining constitute the primary activities of the ELM. It is not regarded as an economic activity that can contribute substantially to the growth of the area. Agriculture can improve the household income and stimulate some growth in the manufacturing sector. It is responsible for 2 094 employment opportunities or 1.9 % of the total employment in Emfuleni. The agricultural land is found mainly in the northern and eastern parts of Emfuleni. There is a steady decline in agricultural activities in the area as farmers relocate outside Emfuleni and more land get distributed for new urban residential areas.

The GGP contribution of this sector is now small at 1.4% of the total regional GGP, and it grew by 3% per annum on average over the decade from 1990 to 2000. This has seen a relative contribution of this sector to GGP of Emfuleni declined from 1.6 % in 1990 to 1.4% in 2000. The backward linkages of this sector show weak industrial connections, meaning that the sector depends on local raw materials for only 9.6%. A low 16.4% of local inputs support this sector inclusive of labour. A 73.8% of its inputs are imported from either other South Africa provinces or the rest of the world. The sector has good forward linkages, in that 60.2% of the agricultural output is sold to the local economic actors. Local manufacturing enterprises take up to 97% of the agriculture intermediate output.

This demonstrates a high potential for further development and diversification, but it suggests also that the sector is not strongly linked to international markets to earn foreign exchange. A lot of agricultural production goes largely to private consumption at 52% and to exports at 45%.

Sector Analysis



Manufacturing

In the Sedibeng Spatial Development Framework, the main urban node in the district will remain the Vereeniging/ Vanderbijlpark conurbation, supported by the lesser urban nodes of Meyerton and Heidelberg. Vereeniging/Vanderbijlpark which remain the hub of economic activity in the district, with manufacturing (steel and petro chemical industries) predominating, while Meyerton and Heidelberg remain secondary nodes. Two major activity corridors are proposed, namely the R59 economic development corridor, stretching along the R59 freeway, and the Germiston/ Vereeniging commuter rail line from Alberton in the north to Sasolburg in the south. The R42 link between Nigel, Heidelberg and Vereeniging/ Vanderbijlpark should be seen as a secondary activity spine over the longer term.

The manufacturing of metal, metal products and machinery (mainly iron and steel industry) dominates the manufacturing sector of especially the Emfuleni area. It is responsible for approximately 80% of all manufacturing activities in this locality. A breakdown of manufacturing emphasizes the dominance of metal products in the Sedibeng regional economy. As an example, the region is home to Arcelor Mittal Steel, which is the dominant primary steel producer in South Africa.

According to the Metals Sector Development Strategy, “South Africa is the largest steel producer in Africa (with almost 60% of Africa’s total production)” of which the majority is located in Sedibeng. The first challenge in Sedibeng’s manufacturing economy is to move beyond

primary manufacturing and better capturing value in upstream and downstream activities. Upstream industries are active in the primary activity of “extracting, processing and refining a mineral deposit” whereas downstream industries utilize metal to manufacture metal products, which can range from producing simple components to complex machines and equipment out of the raw materials extracted “upstreams.” Downstream production is important for an economy as it adds value to the final product and is more labor intensive than primary industries which tend to be highly capital intensive.

In the provision of non-metallic mineral products, metal products, machinery, household appliances, electrical machinery and apparatus, that comprise a total of 32% of the total exports of Sedibeng. This means that the region is doing better than South Africa as a whole in producing these products.

The production of metal, metal products and machinery dominates 80% of the manufacturing sector in Emfuleni. Due to its size the manufacturing sector’s backward linkages are significant to the economy. Of the total inputs (labor included), 49% comes from within the region. The development of inter-industrial linkages, especially with the above-mentioned activities, has led to agglomeration advantages and significant turnover multipliers in the economy. There are, however, relatively weaker forward linkages in the region. Only 33% of the total industrial output is sold to other economic sectors within the region. Buying sectors are mostly other manufacturing industries, construction, trade and services sectors with 82%, 6%, 4% and 4% of total intermediate output respectively. There is, however, more than half of total output going outside the region.

The rather high (72% of the total intermediate inputs) inter-industrial deliveries of the manufacturing sector are regarded as an opportunity for further diversification in this sector. This implies that there is a potential for the development of new or upgraded industrial sectors linked to existing industries, which are important markets for suppliers of intermediate products.

Manufacturing as already indicated is the singly economic activity which is responsible for most employment opportunities in the area. The basic metals and metal produced manufactured are responsible for 66% of all the manufacturing and for contributes 81% to the manufacturing GGP. The manufacturing sector has a high contingency factor in that a loss of jobs causes a decline in other sectors.

Table 8.5 : Industrial Activities

Activity	Percentage in Manufacturing’s GGP contribution
Food, drink and tobacco	3.5
Textile, clothing and footwear	1.8
Fuel, petroleum and rubber products	3.1
Other non-metallic mineral products	5.9
Metal, metal products and machinery	80.6
Electrical machinery and electronic appliances	2.8
Transport equipment	1.3
Furniture	1.0
Total	100

ELM LED strategy, 2009

The manufacturing sector has significant backward linkages especially in relation to agriculture. Of the total inputs (labour included) 49% comes from the Vaal. This implies that a decrease in manufacturing activities would lead to a significant decrease in the demand for the output of the other economic activities in the area in sectors such as agriculture, mining, other manufacturing activities, electricity/gas and water, services and labour. The development of inter-industrial linkages with these activities has created agglomeration advantages and high turnover multipliers in the industry. But the relatively weaker forward linkages as it sell 33% of its total output to other economic actors within the region. Buying sectors of intermediate output are mostly other manufacturing industries (82%), construction (6%), trade (4%), and services (4%) sectors. Only 54% of the total output goes outside the region as exports. The relatively high (72%) inter-industrial linkages experienced in this sector can be regarded as an opportunity for further diversification in the sector.

8.1.2 Tourism in South Africa

Tourism in South Africa is one of the fastest growing industries in the country, and its potential to contribute towards job creation, poverty alleviation and GDP has been acknowledged by the South African Government. The Accelerated and Shared Growth Initiative of South Africa (ASGI-SA) identifies tourism as one of three sectors that may help to accelerate economic growth to 6% and thus help to halve poverty and unemployment by 2014. The Emfuleni area is no exception in this regard. Leading up to the 2010 FIFA Soccer World Cup, international tourism to South Africa is projected to grow significantly, with more than 10 million international arrivals projected by 2010.

Comparing Gauteng to the rest of the country, it is evident that Gauteng comes last of all nine provinces as holiday destination, but first as a destination for business travelers. In fact, 66% of business tourists spend at least two nights in Johannesburg. Similar trends can be expected in the Emfuleni Area, i.e. that Emfuleni will be more a destination for business travelers than a holiday destination. The tourism market for Meetings, Incentives, Conferences and Exhibitions (MICE) is a growing market. MICE tourism is fundamentally different from general business tourism as it has everything to do with tourism industry infrastructure, marketing and perceptions. This market can be seen as an opportunity for Emfuleni tourism industry. When looking at the type of accommodation that business travelers to Gauteng prefer, 57% of foreign business tourists to Gauteng prefer to stay in hotels and 24% prefer to stay in guest houses.

Table 8.6 : Purpose of visit of all tourists (%)

	Holiday	Shopping Personal	Shopping Business	Business Travel	Business Tourist	Medical	VFR	Religion	Other
2005	31.7	13.3	11.6	8.6	5.4	4.0	21.8	2.1	2.1
2006	28.6	11.2	14.5	8.9	5.6	3.9	22.4	1.9	2.9
2007	25.3	11.8	12.2	10.7	7.2	4.5	24.2	1.1	3.0

Source: SA Tourism Annual Report, 2007

The type of paid accommodation preferred by foreign tourists can be divided into a higher end and lower end of the market. It shows that the demand for hotel and luxury game lodge

accommodation decreased, while the medium to lower end of the market, i.e. guest houses, bed and breakfast etc increased.

Visiting natural attractions, cultural and historic sites, beaches and wildlife are popular activities undertaken by foreign tourists. Shopping, nightlife and social activities are activities normally undertaken by most foreign tourists globally. Of all foreign tourists, 92% indicated shopping as an activity undertaken when in South Africa, while 71% indicated nightlife as one of the activities undertaken. A total of 22% indicated visiting natural attractions and 17% indicated visiting cultural, historical and heritage sites.

When comparing where business people stay when they visit Gauteng for business purposes, it is revealed that 80% of business people coming for training stay in hotels, 45% of business people coming for conferences stay in hotels and 55% of those who come for general business stay in hotels.

Most of the trips to Gauteng destinations were to Central Gauteng. VFR trips were the most popular in all Gauteng regions, followed by religious trips, with Central Gauteng being the exception. The following table indicates where domestic tourists travel in Gauteng and for what reason.

Table 8.7 : Reasons for trips by domestic tourists to Gauteng (%)

Tourism Region	Trips	Leisure	VFR	Business	Health	Religious
Central Gauteng	43	16	59	8	4	13
Northern Gauteng	25	18	65	7	3	7
Eastern Gauteng	18	8	71	2	1	19
Southern Gauteng	10	11	69	2	3	15
Western Gauteng	4	10	62	3	1	25
Total Gauteng	100	14	64	6	3	13

Source: SA Tourism Annual Report, 2004

To effectively harness the full potential of tourism to contribute towards the development of the Emfuleni area, a quality product, world-class service and the right approach to marketing that fulfill the expectations of tourists will be required.

Table 8.8 : Level of interest by domestic tourists in cultural and other activities in Gauteng

Activity	Very interested	Fairly interested	Not interested
Visiting Museums	49.0%	28.0%	22.5%
Zulu Dancing	38.1%	23.1%	38.0%
Visiting Arts and Craft centres	42.0%	30.7%	26.3%

Activity	Very interested	Fairly interested	Not interested
Visiting African Cultural village	48.1%	26.6%	23.7%
Visiting African Townships	49.4%	26.3%	23.5%
Active Nightlife	26.0%	22.0%	50.6%
Dining	40.4%	29.3%	29.4%
Live Shows, Theatres or Concerts	48.2%	23.0%	28.4%

Source: Tourism Domestic Survey, 2001

The table above shows the level of interest by domestic tourists in Gauteng. There is a great interest in museums and African township visits by tourists and that is indicated by 49% respectively. Active nightlife is represented by a very low percentage of 26%.

8.2 PROPERTIES

The Property Section's vision is the effective facilitation of Development applications and the effective and efficient managing of Council fixed assets.

In order to achieve the above the Property Section must:

Respond to applicants/developers professionals and governmental departments within an acceptable timeframe and submit applications to the relevant Committees without unreasonable delays.

Deliver an effective service to the public by providing the necessary information and guidelines in terms of relevant legislation, procedures and policies within an acceptable timeframe and without unreasonable delays.

Promote economic development by means of effective and responsive service delivery.

8.2.1 SITUATION ANALYSIS

8.2.1.1 Moratorium on the Sale of Land

A moratorium on the sale of Municipal property was requested by the Gauteng Department of Housing during 2006. The moratorium was accepted by Council in December 2006 with certain exceptions like the sale of road reserves and properties required by state organs. A further report was submitted and approved by the Mayoral Committee to exclude transactions which were already entertained prior to the moratorium like tenders which were already advertised but not administratively finalized.

The moratorium on the sale of Council property still exists and the only applications which are at presently being dealt with are:

- Lease of Council property.

- Registration of servitudes over Council owned land.
- Access control applications.

8.2.2 PRESENT ACTIVITIES

8.2.2.1 Land Audit

The ELM has conducted a land audit for all Council owned land. This audit presents a tool for future planning and decision-making. The information from the land audit is at present being incorporated into the Geographical Information System (GIS) and cadastral system. This will aid the municipality in managing land development and strategic packaging available land for future development.

This audit is in process to be verified in terms of occupation, legal agreements, other commitments for example applications in terms of the Conversion Act of 1988. The lifting of the moratorium will be considered by Council as soon as the verification process is finalized.

8.2.2.2 Transfer of businesses in former disadvantage areas

The transfer of certain properties (businesses, crèches and churches) in the townships into the name of the legal owners is in process. These properties only involve vacant land, which were allocated to individual owners prior 1 January 1989 and on which individual occupants erected their own buildings.

The Gauteng Department of Housing is facilitating the process in co-operation with Council officials. The Gauteng Department of Housing has finalized a determination process and advertised certain properties on which documentation is available. Where allocation letters and/or other documentation is not available, the Property section will now embark on a process to call on individuals who can submit evidence of allocation to submit such to Council in order to finalize the transfers of these properties.

8.2.3 ACHIEVEMENTS

The following achievements can be noted:

- The Land Audit has been finalized and final verifications are in process.
- An updated lease register has been compiled and a task team is driving the process of cleaning up outstanding amounts as well as cancellations in case of agreements with non-compliance.
- The transfer of Businesses in former disadvantage areas is on track. Regular meetings are being held with the Gauteng Department of Housing and the representatives of the Emfuleni Business Group.

8.3 BUILDING CONTROL

8.3.1 Overview

It is the vision of the Building Control Department to enforce all appropriate legislation relating to the erection of buildings/structures to ensure an aesthetical, safe and well structured community

environment, acting in a responsible manner in the best interest of a section of the community or the public at large.

8.3.2 Situation Analysis

The Emfuleni Local Municipality is demarcated into 43 Wards. The Building Control Department renders its service from two Customer Centres.

One Customer Centre is based in the EDP Building in the Vanderbijlpark CBD and the other Customer Centre is based in the Houtkop Office Building in Sebokeng.

In the Vanderbijlpark Customer Centre four administration Counter Clerks and one Technical Plan Scrutinizer process the *Applications for the Approval of Building Plans* that are received for the area under their control and in the Sebokeng Customer Centre, three administration Counter Clerks and one Technical Plan Scrutinizer process the *Applications for the Approval of Building Plans* that are received for the area under their control. The administration activities in each Customer Centre are supervised by one Senior Building Inspector.

The turnaround times to approve or refuse to approve *Applications for the Approval of Building Plans* received are currently at 92% of the standard that is required for buildings with a floor area smaller than 500m² (within 30 days of submission) and at 87% of the standard that is required for buildings with a floor area larger than 500m² (within 60 days of submission).

Compulsory building inspections are executed as and when requests for inspections are received.

In the Vanderbijlpark Customer Centre four Building Inspectors execute the inspections for requests that are received in the respective areas under their control and in the Sebokeng Customer Centre four Building Inspectors execute the inspections for requests that are received in the respective areas under their control. The inspectorate activities in each Customer Centre are supervised by the Senior Building Inspector.

The management position of the Department was a critical vacancy until July 2009, when permanent Head of Department appointment was made.

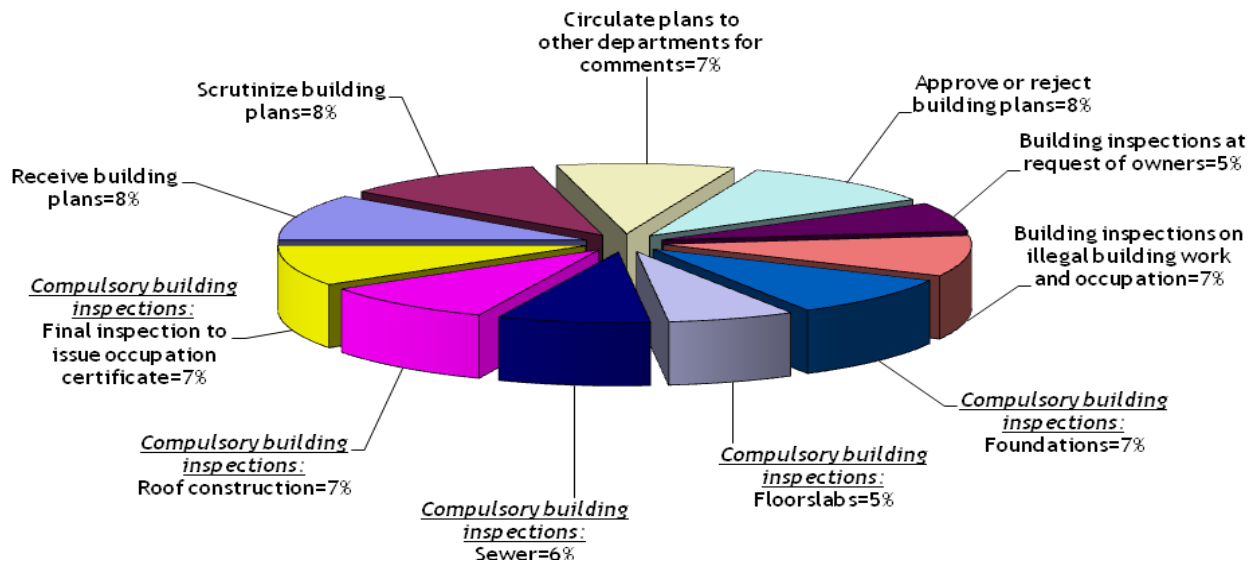
8.3.3 Legislation

The legislation that governs building related activities in the Emfuleni Local Municipal area are:

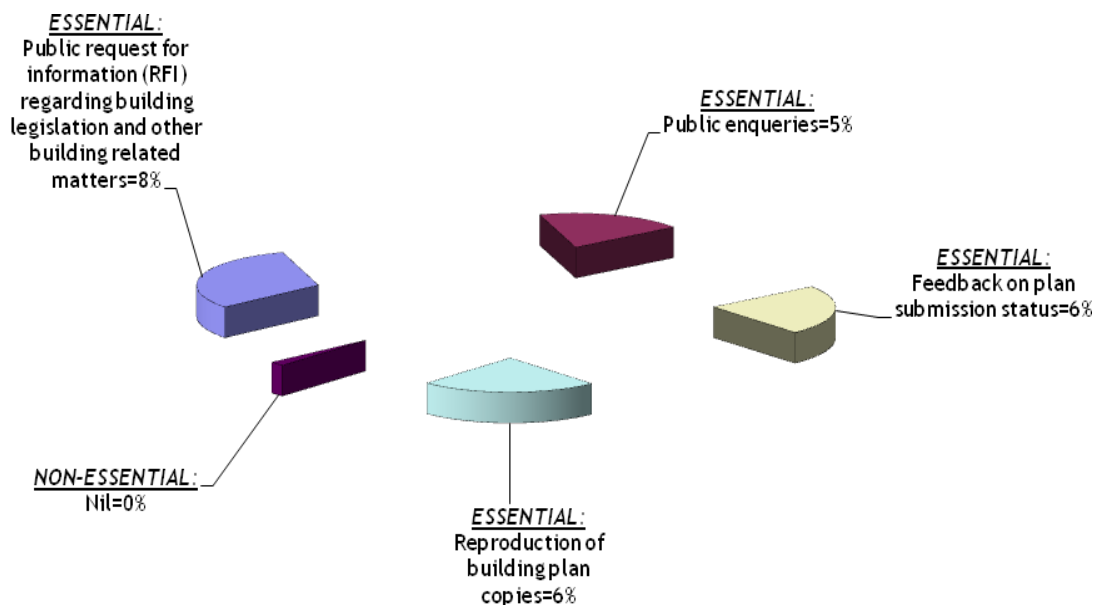
- the National Building Regulations and Building Standards Act - 103 of 1977 (as amended);
- the code of practice for the Application Of The National Building Regulations – SABS 0400-1990 (as amended);
- Municipal By-laws:
- Regulations relating to the erection, installation, control, use or removal of any aerial system for the reception of sound and television broadcast transmissions;

- By-laws for the control of street projections;
- Standard street and miscellaneous by-laws – Barbed wire and dangerous fencing; and
- Policy: Placement of containers on council property.

Core Functions



Non-Core Functions



8.3.4 Level of services

2008/09 Financial year

DESCRIPTION	Plans Submitted		
	Number of New Applications Received	Total Area of Applications Received (m ²)	Total Value of Applications Received (Rand)
<u>New Residential</u>			
Dwelling Houses	623	87,459	234,871,275
Town Houses	238	167,576	477,338,025
Flats (blocks)	-	-	-
Hostels	2	576	1,540,800
Guest Houses	1	855	2,287,125
Other (RDP)	1,270	45,976	73,561,600
<u>Non Residential</u>			
Office & Banking Space	12	16,759	57,382,816
Shops (ETM)	4	3,808	11,165,557
Industrial	2	1,040	3,004,560
Churches	5	1,674	5,127,576
Sport & Recreation Clubs	-	-	-
Schools, Crèches, Universities & Libraries	1	1,215	3,574,530
Hospitals & Clinics	-	-	-
Other / Mortuary	2	330	1,140,000
<u>Additions</u>			
Dwelling Houses	1,062	85,351	229,668,050
Other Residential	3	735	2,107,365
Non Residential	46	19,107	63,097,721
Swimming Pools	71	1,389	2,823,837
Carports	35	1,936	590,800

2008/09 Financial year

Applications Outstanding 01 July 2009	Category	Number of New Applications Received	Total Value of Applications Received (Rand)	Applications Outstanding 30 June 2008
0	Residential New	2,134	789,598,825	0
0	Non Residential	26	81,395,039	0
0	Additions	1,217	298,287,773	0
0	TOTAL	3,377	R 1,169,281,637	0

2008/09 Financial year

Building Inspections Outstanding 01 July 2009	Number of Requests for Compulsory Inspections Received	Number of Compulsory Inspections Executed	Building Inspections Outstanding 30 June 2008
0	547.3	547.3	0

8.3.5 Level of Services

There is no backlog in *Applications for the Approval of Building Plans* received. *Applications for the Approval of Building Plans* are processed when they are received and after the required building fees are paid. Compulsory building inspections are executed on an “as and when required” basis.

8.3.6 Challenges

Administration

- Re-alignment of the current number of Customer Centres, their bases and the areas under their control;
- Re-alignment of the Building Inspectors areas under their control;
- Re-align the current approved organogram, job descriptions and the associated task/functions to enhance management, supervisory functions and customer service;
- Re-align staffing on vacant positions;
- Workshop the approval process with all relevant officials in the respective Departments to reduce turnaround times in approval or refusal of approval (with more detailed and appropriate comments/reasons) of *Applications for the Approval of Building Plans* by

other services Departments, to enable the Building Control Department to meet the relevant statutory compliance;

- Although no cashier facilities are currently provided at either of the Customer Centres in Vanderbijlpark and Sebokeng, resulting in that the public has to deposit the application fees at one of the council cashier points and thereafter return to the relevant Service Centre with their receipt, the safety of the work environment of the staff is considered a higher priority.

Law Enforcement for Building Control Transgressions:

- Develop completely new approach and innovative strategies for law enforcement; and
- Develop new processes and re-align current functions to re-introduce law enforcement.

8.4 LAND USE MANAGEMENT (LUM)

Legislative frameworks and compliance:

In terms of Chapter 5 of the Municipal Systems Act each local authority in South Africa is required to compile an Integrated Development Plan for its area of jurisdiction and Section 26 of the Municipal Systems Act it is furthermore stated that the SDF forms core components of an Integrated Development Plan.

Land Use Management Department (LUM) traditionally referred to as City Planning Department is one of six departments constituting the Economic Development Planning Cluster. Matters pertaining to zoning; comprehensive planning of the physical and economic landscapes of the ELM through land use policies such as spatial development plans; production of urban design models, architectural physical modeling; provision of services related to Geographic Information Systems (GIS); and inspections and building codes fall within the purview of this department. While its responsibilities are varied, the department ensures that developments in Emfuleni Local Municipality occur in a logical, safe, orderly and fair manner.

Land Use Management Department consists of four divisions:

8.4.1 The Land Use Management Division.

The division is responsible for evaluation and processing of received development applications (rezonings, consent uses, townships establishments, removal of restrictive conditions of title, subdivisions, divisions of land, site development plans, building plans and other development planning related applications).

8.4.2 Spatial Planning/Forward Planning Division.

The divisions' functions include the use of methods to influence the distribution of people and activities in spaces of various scales. The division is responsible for the production of various land development policies such as local spatial development plans which provide guidance to public and private sector investments. Such plans informs retail/industrial development strategies; urban renewal strategies; growth and development strategies, IDP vision and strategy; nodal development precinct plans; corridor developments, infrastructure investment

strategies and facilitate and guide decision making bodies such as the Land Development Tribunal etc.

8.4.3 Geographic Information System (GIS) Division

GIS is a computer based system designed for capturing; storing; ascertaining; integrating; manipulating; analyzing and displaying data spatially referenced to the Earth. The primary function of a GIS includes converting technically encoded data into usable information accessible to officials, councilors and ordinary members of the public. Municipality functions ranging from the valuation of properties for purposes related to levying of rates to civil engineering infrastructure planning rely largely on GIS derived data.

8.4.4 Law Enforcement Division (Inspectorate)

- (1) The division investigates alleged transgressions of the town planning schemes in operation and other planning related pieces of legislation.
- (2) issues notices to transgressors to cease illegal use or activities.
- (3) issues summonses for transgressors of the provisions of the *Town-planning and Townships Ordinance 15 of 1986* or related legislation.
- (4) to inform interested parties of town planning provisions.
- (5) and instituting of litigations (opening of criminal cases) against transgressors.

8.4.5 Shopping Complex (Centres) around Emfuleni

Table 8.9 : Shopping Complex (Centres) around Emfuleni

REGIONAL CENTRE'S		COMMUNITY CENTRE'S		NEIGHBOURHOOD CENTRE'S	
NAME	ERF NO.	NAME	ERF NO.	NAME	ERF NO.
1.STRETFORD	9/2066	1.SEBOOKENG ZONE 14	21059-21092	1.SAKIES	1068
2.EVATON WEST	1333	2.SEBOOKENG ZONE 7	7725-7740	2.BOIPATONG	152/550-IQ
3.THABONG	8-10,82-85 & 96-102	3.SEBOOKENG ZONE 3	57001-57009 & 57011,60505-60509	3.BOPHELONG	4710
4.SEBOOKENG	3,4,6&7	4.IRONSYDE	159-171	4.SHARPEVILLE	1709
5.BOITUMELO	1219	5.SHARPEVILLE	1704	5.SMALL FARMS	3/33
		6.SHARPEVILLE	9178,9179-9187&9192	6.EVATON	1/5

REGIONAL CENTRE'S		COMMUNITY CENTRE'S		NEIGHBOURHOOD CENTRE'S	
NAME	ERF NO.	NAME	ERF NO.	NAME	ERF NO.
		7.SEBOOKENG ZONE 10	1733-1738(392)	7.SHARPEVILLE	49-50
		8.EVATON	3196-3197	8.BOPHELONG	9/550-IQ
				9.SHARPEVILLE	9189-9190
				10.RUST-TER-VAAL	388

8.4.6 Land Cover category

Table 8.10 : Land Cover category

	Emfuleni Local Municipality
Forest and Woodland	0.2%
Thicket & bushland (etc)	1.6%
Unimproved grassland	29.7%
Improved grassland	0.3%
Forest plantations	0.2%
Waterbodies	0.4%
Wetlands	0.0%
Cultivated: temporary - commercial irrigated	1.0%
Cultivated: temporary - commercial dry land	39.7%
Urban / built-up land: residential	11.0%
Urban / built-up land: residential (small holdings: grassland)	11.3%
Urban / built-up land: commercial	1.3%
Urban / built-up land: industrial / transport	2.9%
Mines & quarries	0.4%
Total	100.0%

(Source: Global Insight, 2009)

8.4.7 Nodes

Table 8.11 : Nodes

TYPE OF A NODE (1)	RECOMMENDED SIZE IN GROSS LEASABLE AREA (GLA) (m ²) (2)	FOR EXAMPLE PROVIDE A NAME OF DEVELOPMENT (3)	LOCATION (4)
Primary node	>80 000	Vanderbijlpark CBD	Vanderbijlpark
Primary node	>80 000	Vereeniging CBD	Vereeniging
Primary node	>80 000	Voortrekker Street north of CBD	Vereeniging
Primary node	>80 000	Houtkop Road Duncanville Erf 257	Vereeniging
Secondary /regional node	>25 000 to 75000	Vaal Mall portions 41, 64, 65, 148 Farm 550- IQ	Vanderbijlpark
Secondary /regional node	>25 000 to 75000	River Square Erwen 133-138, 163-167, 181-184	Vereeniging
Secondary/regional node	>25 000 to 75000	Riverside Boulevard Erf 1012	Vanderbijlpark
Secondary /regional node	>25 000 to 75000	SE 2 Shopping center Erf 529 & 530	Vanderbijlpark
Secondary/regional node	>25 000 to 75000	SW 5 x 2 Carter Street center Erven 1244-1251	Vanderbijlpark
Secondary/regional node	>25 000 to 75000	SE 6 Shopping center Erven 897-899	Vanderbijlpark
Secondary /regional node	>25 000 to 75000	Palms Center SE1 Erf 654	Vanderbijlpark
Secondary /regional node	>25 000 to 75000	General Hertzog Road Erven 846-847	Three Rivers Vereeniging
Secondary/regional node	>25 000 to 75000	Pick a Pay Hyper / La Oma, Bedworthpark Barrage Road Erven 924, 413, 427, 270 & 267.	Vereeniging
Secondary/regional node	>25 000 to 75000	Checkers Hyper Arcon Park Ring Road/Johannesburg Road Erven 460-481	Vereeniging
Secondary /regional node	>25 000 to 75000	Garden Pavillion (Magic Lawn) Johannesburg Road	Vereeniging

Secondary/regional node	>25000 to 75000	Brand Muller Nursery Johannesburg Road	Vereeniging
Secondary/regional node	>25000 to 75000	Washington Post Johannesburg Road	Vereeniging
Secondary/regional node	>25000 to 75000	Houtkop Road Unitas Park	Vereeniging
Secondary/regional node	>25000 to 75000	Crossing Road Centre Peacehaven	Vereeniging
Secondary/regional node	>25000 to 75000	CW 2 shopping center Erven 484-487	Vanderbijlpark
Community node	15000 to 30000	CE 1 neighbourhood center Erven 253-254	Vanderbijlpark
Community node	15000 to 30000	CE 2 neighbourhood center Erven 437, 439 & 806	Vanderbijlpark
Community node	15000 to 30000	Erven 598-620, 888, 894, 895 CW6	Vanderbijlpark
Community node	15000 to 30000	Shoprite Centre Umtata Street Three Rivers Erven 1084-1096	Vereeniging
Community node	15000 to 30000	Bashee Street East (Henberg) Three Rivers	Vereeniging
Community node	15000 to 30000	Bashee Street West (ABSA) Three Rivers	Vereeniging
Community node	15000 to 30000	Euro Spar Assegai Street Three Rivers Erven 846-847	Vereeniging
Community node	15000 to 30000	Fourways Blackwood Street Three Rivers erf 1390	Vereeniging
Neighbourhood node	7000 to 12000	CE 5 neighbourhood center Erf 150	Vanderbijlpark
Neighbourhood node	7000 to 12000	CW 1 neighbourhood center Erven 397-407	Vanderbijlpark
Neighbourhood node	7000 to 12000	CW 3 neighbourhood Erven 26-28, 419, 367 & 368.	Vanderbijlpark
Neighbourhood node	7000 to 12000	Erf 438 CE1	Vanderbijlpark
Neighbourhood node	7000 to 12000	Erven 273,274 CE2	Vanderbijlpark
Neighbourhood node	7000 to 12000	Erven 486, 487, 506, 483, 478 CW2	Vanderbijlpark
Neighbourhood node	7000 to 12000	Philips Centre Umtata Street Three Rivers	Vereeniging

Neighbourhood node	7000 to 12000	Assegai Street Three Rivers Erven 846-847	Vereeniging
Neighbourhood node	7000 to 12000	Progress Café Gen Hertzog Road Three Rivers Erven 846-847	Vereeniging
Neighbourhood node	7000 to 12000	Suikerbos Centre Flamingo Road Three Rivers East	Vereeniging
Neighbourhood node	7000 to 12000	Waldrift Centre Andesite Street	Vereeniging
Neighbourhood node	7000 to 12000	Welcome Café Centre Arcon Park Rem/371	Vereeniging
Neighbourhood node	7000 to 12000	Duncanville Centre Senator Rood Road Erf 175	Vereeniging
Neighbourhood node	7000 to 12000	Maximes Hotel Centre Peacehaven Gen Hertzog Road Erven 312-319 & 372	Vereeniging
Neighbourhood node	7000 to 12000	Wavell/Patton Street Centre Vereeniging X 1 Erven 1006 - 1008	Vereeniging
Specialised node	7000 – 50000	Emerald Casino	SE4 Township
Specialised node	7000 – 50000	Riviera Hotel Mario Milani Road Ptn 64/601	Vereeniging
Specialised node	7000 – 50000	Barnyard Gen Hertzog Road	Vereeniging

8.4.8 SPATIAL DEVELOPMENT FRAMEWORKS (SDF's)

The purpose with the Emfuleni Spatial Development Framework (SDF) is firstly to assess the position of the Local Municipality from a national, provincial and district perspective and secondly to serve as a guide for the Emfuleni Local Municipality in order to ensure that the spatial development of the municipality links to the overall development perspective for the district. The main purpose will therefore be to ensure that the local municipality contributes towards the orderly spatial development of the district and ultimately the Gauteng Province.

Also of importance is that this SDF should be viewed as a spatial representation of the recently compiled Integrated Development Plan (IDP) relevant to the local municipality and the district. Therefore some of the issues identified in the IDP are spatially reflected.

Further to this, cognizance should also be taken of other sector planning conducted for the study area, including the following:

- Integrated Transport Plan;
- State of the Environment Report;

- Local Economic Development Plan; and
- Water Services Development Plan.

8.4.8.1 Context

This Spatial Development Framework for the Emfuleni LM should serve as basic guideline for the future development of the local municipality. In order to ensure that the local municipality contributes towards the development of the district and the province, Cognisance was also taken of the spatial development frameworks for the Sedibeng District Municipality and the Gauteng Province. Further to this attention was

also given to planning principles as contained in the Gauteng Planning and Development Act, as well as the Development Facilitation Act.

The municipal SDF must at least reflect:

- The current state of affairs report on land use in the municipality. Including any spatial dysfunctionality that exists
- A conceptual framework of the desired spatial growth patterns in the municipality
- A multi-sector based spatial plan, at an appropriate scale, sufficiently formulated to achieve the desired spatial development goals, including
- The correction of past spatial imbalances and the integration of disadvantaged persons
- Linkage between settlement development and appropriate transport infrastructure and systems
- Vacant land analysis of strategically located land comprising
 - Location and size
 - Ownership
 - Current zoning
 - Value
 - Surrounding land use
 - Geotechnical conditions and
 - Most suitable use (suitability index)
- A multi-sector driven resource plan for implementation of the spatial development framework

The qualitative assessment of the main land uses is as follows:

8.4.8.2 Residential Land Use

In this regard both formal and informal residential suburbs are included. The defined urban areas include the areas of Evaton, Sebokeng, Bophelong, Boipatong, Tshepiso, Sharpeville, Vanderbijlpark and Vereeniging. Rural settlements are found in the western portion of the municipal area.

8.4.8.3 Industrial, Commercial and Retail Land Uses

A considerable amount of industrial land is found in Emfuleni LM. These are located especially around Vereeniging and Vanderbijlpark. The main uses are for the steel and other related heavy industries.

Commercial land uses in Emfuleni includes warehousing, distribution and transport businesses and are found in associated with the industrial areas.

Retail activities / land uses are concentrated in the Central Business Districts of Vereeniging and Vanderbijlpark, with smaller retail centres in the smaller urban areas. Informal retail uses are dispersed throughout the former township areas and in the two main towns.

8.4.8.4 Commercial Agriculture

Commercial agriculture, growth of commercial crops, such as maize, grain sorghum, wheat, soya and dry beans, groundnuts, sunflower seeds and vegetables takes place in the rural areas. Livestock farming, including milk, beef, mutton, lamb, eggs and poultry are also found. To the north of Vereeniging there are extensive fruit plantations.

8.4.8.5 Urban and Rural Residential Agriculture

Rural residential areas are located to the west of the municipal area and display patterns of mixed land uses and have the potential for agri-industries and land redistribution.

As indicated in various documents, including the IDP and sections of this SDF, the spatial development of the Emfuleni LM is defined by certain structural / physical developments, which developed over time, and was linked to certain.

EMFULENI SPATIAL DEVELOPMENT FRAMEWORK

EXECUTIVE SUMMARY

Emfuleni Local Municipality (ELM) is one of three local municipalities within the Sedibeng

District Municipality and is located on the western side of the DM. It covers an area of 987.45km². The municipality shares boundaries with the following municipalities, namely:

Metsimaholo Local Municipality (Free State Province) to the south;
Midvaal Local Municipality to the east;
City of Johannesburg Metropolitan Municipality to the north;
Westonaria Local Municipality (West Rand District Municipality) to the west;
And Potchefstroom Local Municipality (North West Province) to the west.

The total population of Emfuleni Local Municipality consists of approximately 281, 923 households, giving an average household size of 3.48. ELM is a largely urbanised municipality, with high population concentrations and densities compared to other municipalities within Sedibeng. Approximately 80% of the total population of Sedibeng is housed within Emfuleni. Referring to population densities, the highest densities are found in the former township areas – Sebokeng/Evaton, Sharpeville and Bophelong / Boipatong. The population density is also a reflection of the population composition since most of the African population is also

concentrated in areas such as Sebokeng, Evaton, Sharpeville, Boipatong and Bophelong. The average population density per ha is 6, 6 persons, which reflects large rural component.

Residential Development

Residential land uses include both formal and informal residential suburbs. The defined residential areas within Emfuleni include the areas of Evaton, Sebokeng, Bophelong, Boipatong, Tshepiso, and Sharpeville, which are all previously disadvantaged township areas, as well as the previous white suburbs of Vanderbijlpark and Vereeniging. A number of informal settlements occur in and around the previously disadvantaged township areas. Due to the depressed local economy, private sector housing development has been slow during the last decade, consisting mostly of small housing schemes within or abutting the existing medium and high-income residential areas.

Commercial and Industrial Developments

These commercial/industrial activities in Emfuleni (ELM) are mainly around Vanderbijlpark and Vereeniging and relate to the steel and petro-chemical industries. There is also a line of industrial activity along the R59 from Kliprivier to the Meydustria area. The most important industry in this area is Samancor. Most of the industries in the Meyerton/Vereeniging/Vanderbijlpark area are heavy/noxious industries and thus potentially have a high environmental impact on the residential areas in the proximity.

Agriculture

Agricultural activities should be encouraged on land identified for such purposes in terms of agreed upon land suitability criteria. Various portions of land have been identified in close proximity to existing and proposed urban development areas with the primary purpose to present an opportunity to unemployed disadvantaged beneficiaries to become involved with subsistence urban agriculture. The identified land must be obtained through the Municipal Commonage Programme of the Department of Land Affairs; where after the land will be sublet by the municipality to individual beneficiaries.

Strategic Development Areas

The strategic development areas, which have been identified within Emfuleni Local Municipality, promote the principles of integration, densification; infill development and encourage developmental expansions. This should occur to the east of Sebokeng and the south east of Evaton, and especially between Sebokeng/Evaton/Waldrift/Sonland- park. The development of this land should take place (1) increment, (2) in an eastward direction starting from Sebokeng and Evaton, (3) using vacant parcels of land, and (4) focusing higher density development closer to Sebokeng and Evaton with development densities tapering off eastwards towards the R82. There is a distinct need to provide a platform for public transport close to the rail line, which will form the western boundary for this strategic development area. Development densities, therefore, should peak adjacent the rail line.

Transport and Infrastructure

Emfuleni LM is well covered with an extensive road network, including national roads. Major routes are predominantly on a north-south axis, whilst regional main roads operating on a

district level tend to radiate out from or converge on the commercial centres of Vereeniging and Vanderbijlpark. The R42 provides the main east-west linkage across the district.

Current Civil engineering infrastructure capacity in Emfuleni lagged behind development pressures. However, schemes have been set rolling to address the existing infrastructural backlogs identified in the system.

Urban Edge

The urban is planning tool implemented to direct development towards compacting and densifying the urban form. It is suggested that the Urban Edge be amended to incorporate Mantevrede A.H. and portion of Zuurfontein Ext 3 to the south; Cyferpan 548IQ; portion of Steelvalley, Rietkuil 552IQ, Linkholm A.H. and Rietkuil 554IQ to the west of Mittal [former ISCOR] and the Golden Highway; Eatonside, Waterdal A.H., Kwaggasfontein and portion of Houtkop A.H. to the east of Sebokeng and portion of the Vlaktefontein Development, Roshnee, Rust-ter-Vaal.

Economic Catalyst Projects

The following projects were initiated with a view to help in reducing high unemployment rate:

- The revitalization of the Central Business District
- The development of Tourism facilities
- The expansion of manufacturing
- The development of activity nodes
- The promotion of vacant industrial stands
- The establishment of urban agriculture and the implementation of land redistribution projects
- The development of housing by the beneficiaries themselves (People's Housing); and
- The investigation into an airport

Local SDFs

The Emfuleni SDF is provides a regional overview of the socio-economic status of the municipality, development trends and desired land use objectives. A specific Erf/site level planning shall be guided by Local SDFs which further refine the content of the Emfuleni SDFs. The current Emfuleni SDF contain Bedworth Park, Lockvaal and Three Rivers LSDFs which further provide a refined and detailed land use guidance in respect of the abovementioned areas. Not all parcels of land are covered by Local SDFs.

8.5 HOUSING

The Housing Act (No. 107, 1997) as well as the Housing Code set the principle basis from which the ELM does its work as well as for the formulation of ELM by-laws governing the delivery and maintenance of state provided housing.

8.5.1 Hostels

8.5.1.1 Sebokeng Hostel

The Sebokeng hostel, previously designed for men was established in 1965 and it consist of hostel 1 to 5:

- Hostel 1 consist of 8 blocks with 478 rooms
- Hostel 2 consist of 8 blocks with 448 rooms
- Hostel 3 consist of 8 blocks with 482 rooms
- Hostel 4 consist of 8 blocks with 508 rooms
- Hostel 5 consist of 2 blocks with 131 rooms

The hostel has been converted into family units and the total number of residents is 8000 with access to prepaid electricity, water and sanitation. However, the sewer spillages remain a challenge. The hostel is in the process of upgrading with the first phase being completed and the second phase will be the building of flats (rent to buy and rentals). The option of flats was an effort to save space due to limited land. Stormwater channel that is situated between the hostel and Zone 17 pose a serious danger to children because it is not covered.

8.5.1.2 Boipatong Hostel

Boipatong hostel was established in 1955 and was meant to house men working at Yscor. It was later converted to family units and consist of six blocks with 309 rooms. The number of residents is 600 and they are allocated in different blocks. Some hostel blocks consist of five rooms and others consist of two rooms. Stormwater is a challenge in the hostel and discussions are in progress with the Housing Department regarding the hostel upgrading.

8.5.1.3 Sharpeville Hostel

The hostel was established in 1945 to accommodate men working in different companies around the area. It is currently a temporary family unit but not registered and consist of four and six rooms. The taps are shared and some of the bathrooms are also shared. Inside the hostel there is a school as well as sports facilities.

8.5.1.4 Khayelitsha Hostel

The hostel consist of less than thirty residents and is dilapidated and it will be demolished. The residents will be integrated into Sebokeng hostel once the upgrading has been completed.

8.5.1.5 Kwa-Masiza Hostel

The Gauteng Department Local Government and Housing is installing infrastructure in the area and the expropriation of this hostel is with the legal department.

8.5.1.6 Old Vereeniging Hospital

The process to relocate the beneficiaries to Tshepiso North Extension 4 is to unfold in due course and the building will be demolished thereafter.

8.5.2 Urban Renewal/Evaton Renewal Project

8.5.2.1 Housing

House to house visits and consultation to private owners to invite sellers was conducted and to date 34 private sellers came forward.

Approval of the rezoning and subdivision approval were received from all Emfuleni Local Municipality departments for various ervens.

8.5.2.2 Informal Settlements

The following are Projects in Planning Stage and the feasibility studies has been received by the Department Housing and are on circulation in the form of reports:

Table 8.12 : Informal Settlements

PROJECT NAME	NUMBER OF UNITS
Boiketlong (Quaggasfontein)	5 600
Kaalplaats (Barrage)	30
Unitas Park	2 950
Sonderwater Phase 2	300
Evaton West Ext 1	859
Cyferpan	4 650
Johandeo Phase 2	11 900
Vaal Oewer	300
Vlakfontein	1 440
Vereeniging Old Hospital	300
Houtkop	1 300
Leeuwkuil	5 000
Westside Park	1 247

8.5.3 Challenges

Emfuleni has noted several internal and externally driven challenges and weaknesses with the current system of delivery:

- The housing backlog is increasing at an alarming rate.
- Low cost housing is still located on the periphery and leads to social exclusion of communities.
- The corrupt sale of RDP houses and the potential dual ownership.
- Proliferation of informal settlements beyond the approved urban edge.
- Creation of unplanned and unhealthy living environments and the threat of shack fires.
- High unemployment levels leading to the inability to pay for services.
- Progress in housing delivery is being undermined by rapid urbanisation and a high population growth rate.
- Lack of a strategy on the management of informal settlements and housing developments.
- Lack of adequate systems to handle housing, property agreements and waiting lists.

- The provincial government expects the local council to make provision for bulk services, which tend to be expensive and beyond the affordability of the Emfuleni Local Municipality.

8.6 FACILITIES

Facilities Management Department is divided into 2 Sections namely Water and Sewer and Building Maintenance Section which are situated in Vanderbilpark Depot and consist of 24 staff members.

8.6.1 Municipal buildings which are serviced by Facilities

Low cost Houses (Vanderbilpark)
Hertzhof Flats (Vanderbilpark)
Municipal Main buildings
MimiFourie Flats (Vereeniging)
Sonhof Flats (Vereeniging)
Leeuhof Ext 1 (Vereeniging)
Zone 10 (Sebokeng)
Evaton (Mafatsane)
Houtkop (Sebokeng)
Residensia

Table 8.13 : Municipal Buildings which are serviced by Facilities

CLINICS	LOCATION
1. Albertinah Sisulu	Zone 11
2. Zone 12	Zone 12
3. Zone 13	Zone 13
4. Zone 17	Zone 17
5. Zone 14	Zone 14
6. Boipatong	Boipatong
7. Tshepiso	Tshepiso
8. Bophelong	Bophelong
9. Driehoek	Vanderbijlpark
10. Zone 3	Zone 3
11. Market Avenue	Vereeniging
12. Berverly Hills	Evaton West
13. Sharpeville Community Health Centre	Sharpeville
14. Retswelapele	Sharpeville
15. Evaton Main	Evaton
16. Mpumelelo	Evaton North
17. Osizweni	Evaton
18. Rust-ter-Vaal	Rust-ter-Vaal
19. Tlhokomelong	Small Farm

LIBRARIES	LOCATION
1. Vanderbijlpark Library	Vanderbijlpark
2. Driehoek Library	Vanderbijlpark

LIBRARIES	LOCATION
3. Stephenson Library	Vanderbijlpark
4. Sebokeng Library	Sebokeng
5. Bophelong Library	Bophelong
6. Residensia Library	Residensia
7. Roshnee Library	Residensia
8. Evaton Library	Evaton
9. Vereeniging Library	Vereeniging
10. Tshepiso Library	Tshepiso
11. Sharpeville Library	Sharpeville
12. Rust-ter-Vaal	Rust-ter-Vaal
13. Boipatong Library	Boipatong

COMMUNITY HALLS	LOCATION
Bophelong Community Hall	Bophelong
Boipatong Community Hall	Boipatong
Mpho Sphiwe Community Hall	Zone 14
Sharpeville (Roda Yende) Community Hall	Sharpeville
Rust-ter-Vaal Community Hall	Rust-ter-Vaal
Vereeniging City Hall	Vereeniging
Roshnee Community Hall	Roshnee
Saul Tsotetsi	Zone 14

SWIMMING POOLS	LOCATION
Duncanville Swimming pool	Duncanville
President Park Swimming Pool	Vereeniging
Driehoek Swimming Pool	SE 2 Vanderbijlpark
Sharpeville Swimming Pool	Sharpeville
Cecil Oldrich (COP)	Vanderbijlpark CW 6
Saul Tsotetsi	Zone 14

8.6.2 Progress on repairs

Table 8.14 : Progress on repairs

	JUNE	JULY	AUGUST
Geyser replacements	5	1	2
Unblock sewer	10	4	9
Replace flashmaster, toilet cistern, repair leakage, replace baths, replace vacuum breakers and replace toilet seats and others	22	14	23

Work executed in June : 37
Work executed in July : 19
Work executed in August : 34

8.6.3 Challenges

- Shortage of Council vehicles to execute the work (transport) and staff.
- Delaying of service providers.
- Poor working conditions.
- Staff shortage for sewage repairs

CHAPTER 9

9. PUBLIC SAFETY & COMMUNITY DEVELOPMENT

This cluster consists of the following departments:

- Public Safety;
- Environmental Management, Health and Social Development;
- Sport, Recreation, Arts, Culture and Library Information Services; and
- Parks and Cemeteries.

9.1 PUBLIC SAFETY

The department consists of the following divisions:

- Fire and Rescue Services;
- Municipal Court; and
- Traffic and Security.

9.1.1 Fire & Rescue Services

Purpose

The core function of the Division Fire & Rescue Services is to render fire fighting, rescue and fire safety services to ensure the safety of property and human life. The Division is also responsible for Disaster Management as well as the Fire Prevention Association which relates to field and bush fires on the farms and holdings.

Achievements

- Evaton Fire Station (Expropriation of land):
The process was finalized and the contractor was appointed. Site handover took place and the Sod Turning Ceremony was held. Construction of the Fire Station commenced on 1 July 2009.
- The procurement of working tools to enhance service delivery took place.
- Fire safety inspections were conducted to ensure adherence to fire safety standards:
The following inspections were done:
Vereeniging: 1391
Vanderbijlpark: 593
Sebokeng: 471
- Trained community members in fire safety and response to fires:
973 members of the community were trained in basic fire fighting
966 members of the community trained in First Aid
24249 children received awareness on safety around the house
3530 adults received fire awareness training
15 schools were visited

Table 9.1 : Activities of the year under review

Fires	2109
Accidents	2064
Water rescues	13
Training Community	Basic Fire Fighting – 338 Basic First Aid - 541
Training own Personnel	Bronto Skylift – 38 Bronto Pumps – 37 Plan Approval – 5 Foam Fire Fighting – 29 Skipper License – 35 GIS Training – 7 Fire Safety Risks – 5 Fire Stalker Pump Training – 34 Advance Fire Investigation – 12 ESS Administrator – 3 ESS Operator – 3 Emergency Facility Disaster Work Shop – 1 High Angle Rescue – 5 Vehicle Extrication - 6
Fire Investigations	76
Fire Safety Inspections	1563
Flammable liquid permits	96

Challenges and Possible Solutions

NR.	CHALLENGES	POSSIBLE SOLUTIONS
1.	Shortage of staff	Source funds to appoint personnel according to Proposed Organigram
2.	Poor radio communication due to topography	Tetra Communications System and own Dispatching Centre
3.	Maintenance on existing equipment	Source funding
4.	Deterioration of buildings	Source funding
5.	Administration	Procurement of systems and training on systems
6.	Training and training aids	Source funds to procure hard- and software for training purposes.
7.	Theft at Fire Stations	Source funding for new CCTV System for Vereeniging and Sebokeng Fire Stations.
8.	Poor response times	Source funding for the procurement of live tracking and monitoring systems.
9.	Office Accommodation	Sedibeng should relocate Ambulance Services to their own premises.
10.	Budget for Water Wing,	Provide budget to improve efficiency of Water Wing,

NR.	CHALLENGES	POSSIBLE SOLUTIONS
	Disaster Management and FPA	Disaster Management and FPA
11.	Effective Human Resources Department	Create a Labour Relations Office that can deal with disciplinary procedures.

Topography, fire brigade services travel long distances between Sebokeng fire station and Evaton, bad and poor road conditions, but a new Fire Station was approved by MIG for ± R20 000 000.00, the construction of the fire station started on 1 July 2009.

9.2 MUNICIPAL COURTS

Purpose

The core function of the Division Municipal Courts is to ensure the efficient delivery of administration support to ensure the efficient operation of the judicial branch to assist with the adjudication of cases of the National Road Traffic Act and all Municipal By-laws.

Achievements

- Working tools secured:
 - Tender of the emergency power plant was awarded to TC Radio Communications. The company is currently busy finalizing the installation of the power plant.
 - The installation of the workbenches was finalized.
 - Additional furniture for personnel was ordered.
 - Upgrade of the existing concrete fence was finalized.
 - Upgrading loading area for prisoners was finalized.
 - Installation of CCTV cameras in the Vereeniging Cash Hall was finalized.
 - Awaiting finalization of the installation of CCTV cameras in the Vanderbijlpark Cash Hall.
 - The installation of safety gates at the Municipal Court and Rudi Kloppe buildings were finalized.
 - Additional furniture was procured for the office of the Manager Public Safety.
 - Additional shelves were procured for the archive facilities.
 - An air conditioner was procured for the Boardroom in the Rudi Kloppe Building.
- Conduct roadblocks and utilize electronic tracing equipment to trace offenders with unsettled fines:
132 roadblocks were held

Challenges and Possible Solutions

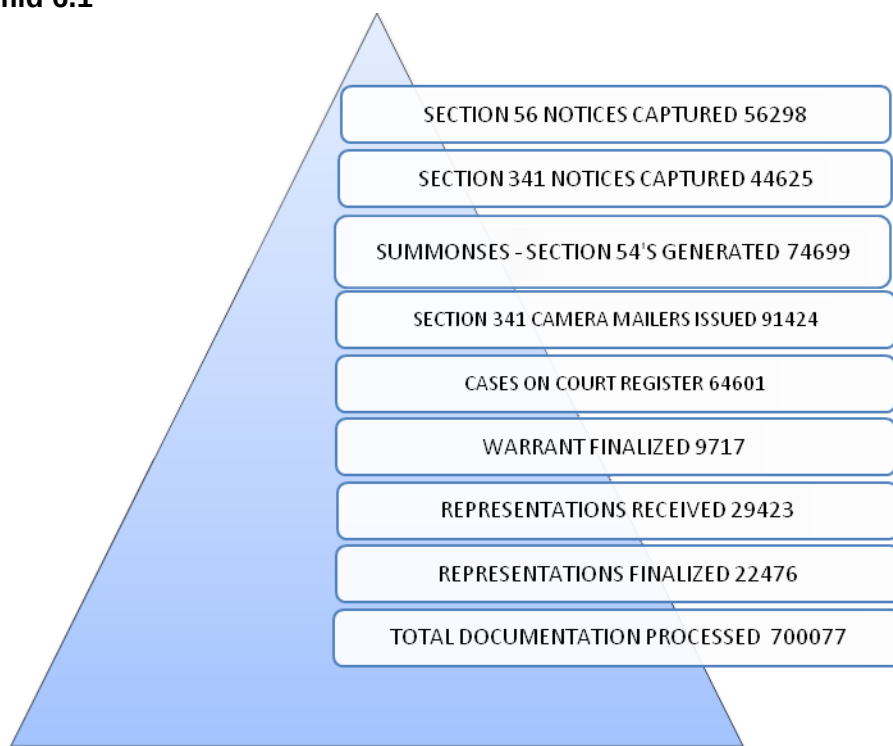
NR.	CHALLENGES	POSSIBLE SOLUTIONS
1.	Reduce outstanding warrants	• Appointment of Warrant Officers • More roadblocks in conjunction with Division Traffic & Security • Company visits (Proxy's)
2.	Reduction in case losses	Training to Law Enforcement Officers

NR.	CHALLENGES	POSSIBLE SOLUTIONS
3.	Upgrade work environment	Replace redundant furniture
4.	Skills development	Secure funding for training and skills development
5.	Establish Municipal Court Vereeniging	Department of Justice must lift the moratorium
6.	Implementation of AARTO	Awaiting implementation date by RTMC and Department of Transport
7.	Procure / lease equipped vehicles e.g. mobile office and utility vehicles	Fleet Management must finalize tender.
8.	Upgrade existing fleet (mobile office)	Identify supplier, source quotations and appoint supplier to build mobile office.
9.	Reduce outstanding fines / increase income	• Phone offenders • Post reminders • Utilize technology to trace offenders • Roadblocks • Execution of warrants of arrest
10.	Filling of critical vacancies	Source funding

9.2.1 Administration and Process

The following documentation was processed during the year under review

Pyramid 6.1



9.2.2 Tracing of Outstanding Fines

The personnel of the call centre of the municipal court made 50707 calls to trace offenders and 10522 calls were received to assist members of the public with enquiries on fines and warrants.

9.2.3 Revenue Collected

Pay points: Vereeniging and Vanderbijlpark

During the financial year a total of 62051 receipts were issued to the amount of R16 316 270.00. The contempt of court received by the municipal court is paid over to the Magistrate Courts on a monthly basis as this is state revenue. The amount paid over for the year was R1 433 640.00 (8.78%).

9.2.4 Revenue Municipal Court Vanderbijlpark

Table 9.2 : Revenue information

INCOME FOR THE MONTH:	
DESCRIPTION	
Gross Revenue	615870
Less State money (Contempt of Court)	159151
Less State money (SAPS)	80130
Nett Revenue	375570
STATE MONEY AS A PERCENTAGE OF GROSS REVENUE	38.85%

The above revenue information represents all revenue received by the Clerk of the Court situated at the Municipal Court Vanderbijlpark. The Magistrate court Vanderbijlpark paid the council on monthly basis for revenue collected by them.

The majority of cases filed are still originating from Traffic Law Enforcement. Recorded traffic violations through roadblocks held during the year:

Table 9.3 : Monthly status on law enforcement

MONTH	CASES	ARRESTS	WARRANTS	AMOUNT PAID	PER-SONS TO SAPS	WARRANTS	AMOUNT
July	10	200	298	R114000.00	17	90	R31650.00
August	12	172	286	R104000.00	8	51	R26550.00
September	11	244	367	R131500.00	14	51	R21850.00
October	11	271	385	R166900.00	19	101	R49450.00
November	9	178	247	R110600.00	9	53	R26850.00

MONTH	CASES	ARRESTS	WARRANTS	AMOUNT PAID	PER-SONS TO SAPS	WARRANTS	AMOUNT
December	8	175	242	R105100.00	19	70	R36600.00
January	7	166	253	R111750.00	19	77	R36200.00
February	9	219	299	R125820.00	12	37	R19500.00
March	13	385	546	R257100.00	51	108	R64600.00
April	14	360	544	R265450.00	71	173	R99800.00
May	14	369	541	R259200.00	70	180	R106900.00
June	14	374	515	R245850.00	26	122	R63700.00
TOTAL	132	3113	4523	11997300	335	1113	R583650.00

Table 9.4 : Law enforcing departments

ENFORCING DEPARTMENT:	Municipal Court	Vereeniging Court
	Vanderbijlpark	
Traffic Division	37313	20412
Health Department	5	
Building Control	8	
S.A.P.S	6560	
TOTAL	43886	20412

9.3 TRAFFIC AND SECURITY

Purpose

The core function of the Division Traffic & Security is to improve road safety and to prevent crime and losses on Council property in order to ensure the safety of human life and property. The Division participates in the respective national and provincial road safety and crime prevention campaigns and co-ordinate actions with other law enforcement agencies such as the South African Police Services, Gauteng Provincial Traffic Services and other role players such as the Department of Transport.

Achievements

- Establishment of By-Law Unit:

1 Superintendent and 9 By-Law Officers were appointed. Internal training will be provided to the By-Law Officers from 1 July 2010.

- Repair of parking meters:
A total of 3658 parking meters were repaired.
- Working tools to be secured:
 - Renovation of control room and passages
 - Vertical blinds installed
 - Furniture procured
 - Five (5) new air conditioners were installed
 - Procured and install TV at Control Room
 - Four (4) computer obtained from IT Department for Control Room
 - Emfuleni Traffic Insignia procured and hung in foyer at Traffic Vereeniging
 - Obtained quotes for software in Control Room.
 - Door locks replaced
 - Roll-up door at Technical store room replaced
 - Crockery and cutlery purchased
 - Offices were painted
 - Renovation of ablution facilities - Technical section

587 Roadblocks were conducted

- Road Safety training was provided to the community and Schools as follows:

6580 learners, 92 drivers from companies were trained on road safety.
2 Road Shows and 50 Road Safety Awareness programmes were held.
25 Scholar patrols were trained.
2 Companies were trained on Driver Education.

- Conduct roadblocks
489 arrests for driving under the influence of alcohol

Challenges and Possible Solutions

NR.	CHALLENGES	POSSIBLE SOLUTIONS
1.	Filling of critical vacancies	Source funds
2.	Upgrade of the Control Room	Installation of telephone system
3.	Capturing of Accident report backlog	Clerk/Snr. Clerks to work overtime during weekends to reduce backlog
4.	Installation of parking meters	Secure capital funding for the procurement of parking meters
5.	Theft of Council assets	Implementation of security systems to protect Council assets
6.	Training to address skills gap	Consultation with HR for soliciting funds from the skills development levy
7.	Capacitate personnel	Training funds to be increased

NR.	CHALLENGES	POSSIBLE SOLUTIONS
8.	Shortage of resources	Capital funds to be provided
9.	Road signs, road markings & road conditions	Monthly meetings with Electrical, Engineering, Roads & Storm water Department
10.	Non availability of a safe vehicle pound	Consult with Emfuleni Workshop Manager for utilization of Vanderbijlpark Workshop buildings as a safe pound
11.	Adherence to protocol	Protocol must be defined clearly and work shopped with all personnel by Training Section
12.	Consistency on discipline	Empowerment of the internal disciplinary committee by establishing a Compliance Committee

9.4 ENVIRONMENTAL MANAGEMENT, HEALTH & SOCIAL DEVELOPMENT

The department consists of the following divisions:

- Social Development;
- Environmental Health Services;
- Primary Health Care Services; and
- Environmental Management Services.

9.4.1 Social Development

This division renders the following Social Development Service to the community living within the boundaries of Emfuleni:

- Victim Empowerment Centers provided at 4 Police Stations and 2 stand alone VEP centers.
- Local Program of Action for Children (LPAC as outflow from GPAC).
- Developmental programs for the youth.
- Care of the aged.
- Developmental programs for people with disabilities.
- Verification of Indigent applications and proper record keeping of all the applications.
- Coordination of indigent programs.
- Developmental programs for woman empowerment.
- Job creation initiatives.
- Social work interventions.

Further Achievements

- Establishment and sustenance of the Intersectoral Forum.
- ID and Birth Certificate campaigns.
- Funding for the construction of centers for Early Childhood Development, Orphans and Vulnerable Children, Day Care for the Elderly, Old Age Homes and Rehabilitation.

The department further coordinates the work of Non Governmental Organizations, provision of a welfare service to the community and participation in poverty alleviation programs.

There are several NGO's at Emfuleni that provides a range of social interventions to the communities. Below is a list of home based care centers at Emfuleni:

Table 9.5 : Home based care centers

ORGANIZATION	BENEFICIARY
Community Research and Development Centre	10 Care givers, 430 Beneficiaries
Emthonjeni Awareness Centre	10 Care givers, 1600 Beneficiaries
Vaal Aids Home Based Care/Enduduzweni Drop Centre	10 Care givers, 430 Beneficiaries
Dirang Ka Kagiso	3 Care givers, 360 Beneficiaries
Doulos Ministries	10 Care givers, 350 Beneficiaries
Ikeletse ka Kopano	10 Care givers, 430 Beneficiaries
ASEDI Bophelong Development Centre	10 Care givers, 320 Beneficiaries
Ngqobile Women's Group	10 Care givers, 320 Beneficiaries
The SA Red Cross Society Vaal Branch Drop in centre	10 Care givers, 340 Beneficiaries
Group of Mercy	10 Care givers, 300 Beneficiaries
Botshabelong Child Care and Drop in centre	10 Care givers, 330 Beneficiaries
Johandeo Home Based Care	10 Care givers, 330 Beneficiaries
Kopano Ke Matla	10 Care givers, 330 Beneficiaries
Bambanani Support Group	10 Care givers, 300 Beneficiaries
We Are Not Alone Care Givers	10 Care givers, 350 Beneficiaries
Sharpeville Day Care	10 Care givers, 330 Beneficiaries
BANA BA BAHODIMO	10 Care givers, 320 Beneficiaries
THAROLLO	10 Care givers, 380 Beneficiaries
ASIBAVIKELE CHBC	10 Care givers, 300 Beneficiaries

9.4.1.1 Indigent Register

As part of poverty alleviation strategy, Emfuleni has an indigent policy in place. The function of Indigent Verification was transferred to the department in February 2009. Already more than 39 000 poor families are assisted with the provision of free electricity and water on a monthly basis. Since the transfer of the function the registration of 21 000 registered indigent families were re-evaluated to verify their status. This process ensures that only deserving families received the benefits of Indigent Status.

9.4.1.2 Care for the Elderly

Department provides social, recreational and health services for the Elderly, on a daily basis within a supervised and protected environment.

Table 9.6 : Number of old age homes within the municipal area

NAME OF THE ORGANISATION	Number of beneficiaries
Vukuzenzele Old Age Home	30
Age in Action Old Age Home	12
Bongani Day Care for the Aged	40

Vaal Echoes of Love Centre	7
Avondrus Old Age Home	76
Jeugland Old Age Home	116
Huis Siesta	151
Total	432

9.4.2 Environmental Health Services

This function renders a comprehensive Municipal Environmental Health Service to ensure that the community living within the boundaries of Emfuleni live in a healthy and hazard free environment and to identify, monitor, evaluate and control environmental health hazards which can be detrimental to human health.

Critical issues such as complaints or outbreaks of diseases did receive immediate attention. Routine inspections at food premises, crèches and other business were sometimes neglected and attention was given to premises where serious problems exist.

The following actions were taken during the financial year in consideration:

The following is a broader picture of Environmental Health functions as stipulated in the National Health Act, 2003 (Act 61 of 2003) that were performed in terms of a Service Level Agreement with the Sedibeng District Municipality:

- **Water quality control**

Intergovernmental Working Group on Water is well established and is meeting frequently to resolve matters of common interest.

- **Food control**

Inspections and monitoring of all food premises were done to ensure compliance with legislation and that a safe and wholesome product is provided to the public. Food unsound for human consumption was condemned at different shops and disposed of in such a manner that it would not be harmful or injurious to health.

Condemnation certificates were issued to the relevant business that surrendered the foodstuffs. With the view of cooperative governance an Intergovernmental Working Group on Environmental and Veterinary Public Health was established (A meat and milk forum): Coordination of inspections of milk parlours and milk plants (DACE and Dairy Standards).

- **Waste Management**

The environment was monitored in respect of illegal dumping and littering. Inspections were done and remedial actions taken.

- **Health Surveillance of Premises**

Inspections were done at premises to ensure compliance to legislation and Council policies. Investigated complaints and ensured that remedial actions took place.

- **Surveillance and Prevention of Communicable Diseases, excluding Immunizations**

The Department liaised with the Sedibeng District Municipality and Provincial Outbreak Response Teams on regular basis.

- **Vector Control**

Eradication of vectors on Council property by means of poisoning or fumigations took place. Investigated all complaints regarding vector related problems and ensured that remedial actions were taken where necessary.

- **Environmental Pollution Control**

Investigation of complaints regarding all forms of pollution was dealt with. The monitoring of air quality is done by using the relevant equipment. Compliance and adherence to the relevant legislation was ensured.

- **Air Quality Monitoring Station**

The four monitoring sites in the following areas, Vanderbijlpark, Evaton, Sharpeville and Three Rivers that form part of the monitoring network of the Vaal Air Shed program had been commissioned and provide data on pollution levels on a continuous basis.

Three staff members received training in the basic maintenance of the four stations.

Various Intergovernmental Working Groups on Air Pollution were established. (National Association for Clean Air Forum Vaal Branch, Air Quality Officers Forum & Project Ferro Forum)

- **Disposal of the Dead**

Extensive inspections of funeral undertakers and mortuaries were done. Exhumations were supervised to ensure compliance with the necessary legislation. Regular meetings took place with Funeral Undertaker Associations, Forensic Services (SAPS), Home Affairs and other relevant stakeholders regarding certain concerns raised by the associations. Approved and overseen 4 exhumations.

- **Chemical Safety**

Chemical premises were monitored to ensure proper chemical housekeeping.

- **Informal Crèches**

Regular inspections were carried out to ensure compliance with the minimum standard set out in the regulations and guidelines. The majority (501) of crèches are situated in the previously disadvantaged areas.

- **Special Events**

Environmental Health Practitioners are an integrated part of the planning of the events with other relevant stakeholders e.g. SAPS, Councilors, Disaster Management from the Sedibeng District Municipality, Traffic etc.

Many hours were spent to educate and train food handlers prior to trading at such events.

Further Achievements

- A service level agreement was negotiated and signed between Emfuleni and Sedibeng district for service delivery.
- Installation of four ambient air quality monitoring stations with the value of R2.5 million.
- Strategic partnerships to assist the department in performing its mandate were established with the:

National Association for Clean Air.

Department Of Water Affairs and Forestry.

Department of Trade and Industry.

Sedibeng District Council.

Gauteng Provincial Health Department.

Department of Home Affairs.

Department Of Agriculture and Environment.

Department of Environment, Agriculture and Tourism.

Training and Development

- 6 Environmental Health practitioners received training on Air Pollution Control with assistance from the Department of Environmental Affairs and Tourism.
- One official received training on Environmental Management.
- All drivers of council vehicles trained on fleet management
- Training on computer skills is a continuous process.

Procurement of goods and services.

- 4 vehicles were procured through fleet management.
- Procurement of cell phones for all environmental practitioners which improved turnaround time in the handling of complaints.

- Procurement of GPS which improved turnaround time and shortened traveling distances.
- Procurement of digital cameras used to gather evidence and for training.
- Procurement of proxima's for training.

Poverty alleviation programs

- The division assisted 501 informal crèches to qualify for a supplementary feeding grant by means of an inspection and issuing of health reports.
- Burial assistance to 118 Indigents.
- Burial of 83 paupers.
- Donated 8 graves to bury indigents.

Table 9.7 : Incidents and cases recorded

Type incident/inspection	Number
Building plans	256
Court cases	12
Health education	221
Training of students	85
Inspections stands / dwellings / premises	1001
Inspections food premises	6901
Inspections fuel burning appliances	58
Dust pollution incidents	18
Noise pollution incidents	92
Water pollution incidents	68
Land pollution incidents	168
General hygiene inspections business premises	258
Funeral undertakers premises	240
Exhumations	4
Industrial Inspections	81
Crèche inspections	2216
Special investigations food poisoning	3
Complaints	769
Trade licensing	11

9.4.3 Primary Health Care Services

This function rendered a comprehensive Primary Health Care Service ensuring that the community living within the boundaries of Emfuleni had access to personal health services through promotive, preventative & curative services and rehabilitation.

The above are services rendered to the community in all wards through the following programs:

- Maternal and Child Health Services
- Control of Communicable Diseases
- Control of Non-Communicable Diseases

- Health Promotion
- HIV/AIDS Programme
- Referral to Specialized Services
- Drug Management
- Community Involvement
- Quality Assurance: Training and Development of Personnel

The following is a broader picture of the Primary Health Care Services rendered in terms of the National Health Act, 2003 (Act 61 of 2003) and the norms, standards, national guidelines and protocols:

- **Maternal and Child Health Services**

Ante-natal and post natal services, cancer screening, Prevention of Mother to Child Transmission (PMTCT) program and referral to secondary care were offered to patients in need of the service.

Immunization of babies to prevent childhood diseases was done through either clinic visits or mass campaigns. During clinic visits the growth of children were monitored and corrective actions taken when needed.

- **Control of Communicable Diseases**

This was achieved by early detection and health education. Treatment was administered to ill patients according to the national guidelines and treatment protocols.

- **Control of Non-Communicable Diseases**

This was achieved by early detection and treatment of asthma, hypertension, diabetes and epilepsy.

- **Health Promotion**

This was achieved by health education to individuals, groups and communities. This included mass health awareness campaigns in line with the national health calendar.

- **HIV/AIDS Program**

This program included Voluntary Counseling and Testing (VCT), Prevention of Mother to Child Transmission of HIV (PMTCT), Integrated Management of Childhood Illnesses (IMCI) and treatment for opportunistic infections.

The Emfuleni Intersectoral Aids Forum is established and its function is to address the problem of HIV/Aids from the local level in a co-coordinated and effective way to avoid duplication of activities.

The Emfuleni HIV/ Aids Intersectoral forum has given birth to a public private partnership, an Impilo/ Bophelo Wellness Programme, a joint venture between Emfuleni Local Municipality, Arcelor Mittal Steel and Nkanyezi/ Naledi Hospital to improve the lives of the communities in KwaMasiza, Sebokeng Hostel and Boiketlong

.A local youth policy on HIV/Aids involving the youth in de-stigmatization and awareness programs (using peer education and youth activities) was formulated and implemented in a community-based pilot activity.

The Department of Environmental Management, Health and Social Development also procured condom containers to be placed at each department. Counseling of employees on HIV/Aids related matters is currently done by the EAP Officer, but baseline studies to measure the incidence of Aids at the workplace have not been done.

- **Referral to Specialised Services**

Patients in need of care that cannot be provided at a primary health care level were referred to secondary and tertiary health services in line with the referral protocol.

- **Drug Management**

In the past there was a problem with the consistent supply of drugs (drug stock outs). To solve the problem a dedicated coordinator was appointed to manage drug supply and to put systems in place to ensure the consistent supply of drugs. The national norm for drug stock outs is 2% and up to date the stock outs are less than 1.7% at any given time.

- **Community Involvement**

Community participation is ensured through various mechanisms like mass awareness campaigns, clinic health committees and the complaint/ compliments box mechanism.

- **Quality Assurance: Training and Development of Personnel**

Quality assurance is deliberate efforts by management and staff by evaluating and improving the quality of services rendered. This is achieved through:

- i) Patient satisfaction surveys;
- ii) complaints/ complimentary box mechanism;
- iii) management of queues;
- iv) monitoring system for toilet hygiene;
- v) continuous training of staff on the Batho Pele Principles;
- vi) Training of staff on new treatment protocols;
- vii) Medico-Legal Risk Management; and
- viii) Ensure that health professionals hold current registration with their respective professional bodies.

Further Achievements

- A reduction in the clinic maintenance back log.
- Implementation of the Ward Based HIV/ Aids Program in wards 2, 17 & 36.
- Procurement of a new mobile clinic for the Evaton West area.
- Procurement of cell phones for the clinics where the theft of telephone cables are rife.
- Upgrading of the vehicle fleet.

- Seasonal doctors were appointed at 8 clinics.
- Training of staff:
 - i) 12 Professional Nurses obtained the 1 year Primary Health Care Diploma.
 - ii) 2 Community Health Workers were upgraded to Enrolled Nurses.
 - iii) 2 Nurses obtained a Diploma in Midwifery.
 - iv) 45 Nurses received their Dispensing Certificates.
 - v) 18 Clinic Clerks received training in the Introductory Word computer program.

9.4.4 Environmental Management

The division renders the following Environmental Management Services to the community living within the boundaries of Emfuleni:

- To ensure that pollution and degradation of the environment are avoided.
- That the disturbance of the landscapes and sites that constitutes the nation's cultural heritage is avoided.
- Monitor waste management practices
- Ensure the responsible, equitable use and exploitation of non-renewable and renewable natural resources.
- Continuous improvement of all aspects of environmental management.
- Establishment of an Environmental Management Coordination Committee.
- Prevent the negative impact on the environment and on the community's environmental rights through the EIA process.
- Integrated Environmental Management Frame Work and Risk Assessment.
- Public awareness programs.

Further Achievements

- Provision is made on operational budget for appointment of:
 - 1 x Assistant Manager: Environmental Management (advertised).
 - 1 x Chief Environmental Management Officer (advertised).
 - 2 x Environmental Management Inspector (advertised).

9.4.5 Challenges for the Department of Environmental Management, Health & Social Development

- High staff attrition as other municipalities pays a car allowance to environmental health practitioners and the Occupational Specific Dispensation (OSD) for nursing staff.
- Lack of office accommodation.
- Lack of Financial Skills.
- Computer literacy.
- Specialist technical training.
- Lack of implementation of the GIS system.
- Filling of Critical Vacancies.
- Capacitating of the Indigent Verification Section.
- No integrated Environmental Management Framework for Emfuleni.

- Promulgation of by-laws.
- Upgrading of vehicle fleet.

9.4.6 Education

This is the competency of the Department of Education

The graph below indicates the level of education amongst the population of Emfuleni

Table 9.8 : Level of education

	Black	White	Coloured	Asian	Total
No schooling	23,312	927	156	67	
Grade 0-2	6,245	194	40	92	6,571
Grade 3-6	38,868	1,484	334	359	41,045
Grade 7-9	96,077	9,772	1,282	774	107,904
Grade 10-11	112,445	15,572	1,622	674	130,312
Less than matric & cert/dip	3,492	1,308	51	419	5,270
Matric only	95,457	28,749	1,637	1,822	127,665
Matric & certificate / diploma	19,823	9,192	275	480	29,770
Matric & Bachelors degree	3,925	4,184	49	214	8,372
Matric & Post grad degree	1,024	1,954	34	92	3,103

9.4.6.1 Educational Infrastructure

A number of school buildings are in poor working conditions, some have poor road access. Access to adequate water and sanitation in some schools does not reach minimum requirements. The following schools are identified as 20 PTP projects for improvement on the existing infrastructure:

Table 9.9 : Schools identified as 20PTP projects

Sharpeville	Bophelong	Sebokeng
○ Lehlasedi Primary - Refurbishment ○ Seliba Primary - Refurbishment ○ Thutolore School – Secondary - Refurbishment ○ Itsose Primary - Refurbishment	○ Bophelong Secondary - New School ○ Mqiniswa Primary - Fencing	○ Fadimeha Primary - Repairs ○ Fundulwazi Primary - Refurbishment ○ Iphahlolleng Intermediary - Repairs ○ Qhoweng Primary - Refurbishment ○ Sazakhela Primary - New School ○ Setlaboja Primary - Repair ○ Sebokeng Secondary - New School ○ Tshidiso Primary - Refurbishment ○ Setlabija Primary - Repair ○ Thuto-Tiro Comprehensive - Refurbishment ○ Sebokeng Technical High - Repairs ○ Phepane Primary - Fencing ○ Tshitsho Primary - Repairs ○ Tjabatsatsi Primary Refurbishment

9.5 SPORT, RECREATION, ARTS, CULTURE AND LIBRARIES

The department consists of the following divisions:

- Sport and Recreation;
- Arts and Culture; and
- Library Information Services.

9.5.1 Sport & Recreation

This division is basically responsible for the day-to-day maintenance and management of 41 different sport and recreational facilities which inter alia includes six public swimming pools of which two are Olympic size pools, an indoor sports complex like Saul Tsotetsi in Sebokeng Zone 14, several community halls, informal outdoor facilities, Dick Fourie, Cecil Old ridge Park and George Thabe sport stadiums and others.

The table below shows Sporting and Recreational facilities at ELM.

Table 9.10 : Sporting and recreational facilities

COMMUNITY HALLS	LOCATION
Bophelong Community Hall	Bophelong
Boipatong Community Hall	Boipatong
Mpho Sipiwe Community Hall	Zone 14
Sharpeville (Roda Yende) Community Hall	Sharpeville
Rust-ter-Vaal Community Hall	Rust-ter-Vaal
Vereeniging City Hall	Vereeniging
Roshnee Community Hall	Roshnee
Saul Tsotetsi	Zone 14

SWIMMING POOLS	LOCATION
Duncanville Swimming pool	Duncanville
President Park Swimming Pool	Vereeniging
Driehoek Swimming Pool	SE 2 Vanderbijlpark
Sharpeville Swimming Pool	Sharpeville
Cecil Oldridge (COP)	Vanderbijlpark CW 6
Saul Tsotetsi	Zone 14

Maintenance consisted out of:

- Cutting of grass
- Marking of lines on fields
- Upkeep of buildings including water & electricity supply
- Cleaning
- Inspections and repairs to perimeter fencing

22 informal soccer fields were graded.

Upgrading of the following facilities:

- Boipatong, Hostel and Evaton Stadiums were top dressed.
- Filtration System and pipes at SE2 Pool was upgraded.
- Other facilities which were maintained are all other swimming pools and facilities in Roshnee and Rust-ter-Vaal.

9.5.2 Marketing, Programs and Development

Woman Sports Festival

The Festival was staged at Evaton Sports Centre. Target group were women from all over Emfuleni Area. Two hundred and sixty (260) people took part in activities like Aerobics & Netball. The event was hailed a huge success.

SA Ladies Boxing Tournament

The Tournament was staged at Saul Tsotetsi Sports Complex. Seven Provinces took part namely Limpopo, Gauteng, Kwa-Zulu Natal, Eastern Cape, Mpumalanga, Northern Cape and Western Cape. As compared to last year, the number of participants grew to two hundred and forty (240).

Heritage Sports Festival

This festival was hosted at Saul Tsotetsi Sports Complex. Different Cultural activities took place, characterized by poetry, dance and music. Two hundred people took part in the previous festival. However these numbers grew to one thousand two hundred (1200).

Dibeke Championship

The championships took place at Zone 12 Stadium in Sebokeng. Seven teams took part in the event and were represented by Kwa-Zulu Natal, Gauteng, North West, Northern Cape and Eastern Cape. This event saw two hundred and thirty participants (230).

OR Tambo Games

For 2009/10, ELM in collaboration with Sedibeng district municipality successfully hosted the OR Tambo games on the 23 October 2009.

Emfuleni/ Total/ Poee/ Mayoral Games

The games were staged in Sebokeng. Hundred and thirty six (136) soccer teams coming from all over Emfuleni Area took part in this soccer development programme. These games took a multi-coded character whilst football was the anchor. They were spread throughout Emfuleni. These games were staged in partnership with Total Garage and Poee Enterprises.

Sports Administrators Awards

The Municipality identified the need to recognize the contribution played by sports administrators in the area and took an initiative to honor them.

Indigenous Games

The Municipality hosted the indigenous games. These games were played in Saul Tsotetsi as part of the detailed programme of the Vaal River Carnival. School children from around Emfuleni took part in various codes like dibeke, kgathi, diketo, ncuva, tiktok and many more. The number of participants was around 500 school children.

Fun Run

The fun run was staged as part of the Human Rights celebrations. All distinguished guests and athletes from various parts of Gauteng took part. An estimated number of one thousand and five hundred (1500) took part in the celebrations. The fun run was staged in Sharpeville.

Challenges

Staff

- Proper training and the appointment of qualified staff.

Budget

- Budgets are not sufficient to address the mandate of the department.

Maintenance

- Sufficient funds and equipment are not available to upgrade facilities and to grade informal soccer fields.

9.5.3 Libraries & Information Services

In terms of the Constitution of the RSA, Schedule 5, Part A, Libraries, other than National Libraries, are an Exclusive Legislative Provincial Competence, which makes it an unfunded mandate. However, ELM is currently managing thirteen (13) Community Libraries. The assignment process is currently receiving urgent attention and Service Level Agreements will be signed shortly in order to formalize the roles and responsibilities.

Table 9.11 : Number of libraries and their location at ELM

LIBRARIES	LOCATION
1. Vanderbijlpark Library	Vanderbijlpark
2. Driehoek Library	Vanderbijlpark
3. Stephenson Library	Vanderbijlpark
4. Sebokeng Library	Sebokeng
5. Bophelong Library	Bophelong
6. Residensia Library	Residensia
7. Roshnee Library	Residensia
8. Evaton Library	Evaton

LIBRARIES	LOCATION
9. Vereeniging Library	Vereeniging
10. Tshepiso Library	Tshepiso
11. Sharpeville Library	Sharpeville
12. Rust-ter-Vaal	Rust-ter-Vaal
13. Boipatong Library	Boipatong

9.5.4 Achievements

- Continuous growth in library membership (Registered members: 109 766).
- The ordered books have been delivered and ready for users. (Current stock: 529 674).
- Three staff members were trained on SABINET for copy cataloguing funded by Gauteng Province.
- The amount of R165 800 for ICT and R80 000 for Reading Programmes for the financial year 2006/2007.
- The amount of R737 500 was allocated and received by ELM for ICT and R80 000 for Reading Programmes for the financial year 2007/2008.
- The amount of R386 000 was allocated and received by ELM for books and R87 000 for subscription to periodicals and newspapers for the year 2007/2008.
- The amount of R682 000 was received from province as part of the Equitable Share from Province for 2008/2009.
- R1 820 000 was allocated to Emfuleni LIS by the Department of Arts & Culture for appointment of staff and purchasing of new library material. Staff was not appointed due to several problems and the amount of R400 000 will be spent on Publicity and Marketing material and R289 298.51 on Educational Toys. R200 000 was spent on staff training.
- Collection development (1% increase in new library material).

Render an effective and accessible Library & Information Service
(Daily users increase by 5%)

- Daily opening and administration of libraries
- Provision of study space
- Circulation of information resources
- Provision of reference material
- Provision of Outreach Services

Promote culture of reading and life-long learning
(Registered members increase with 3%)

- Conduct reading awareness campaigns

Provide Information Communication Technology (ICT)
(12 Libraries that provide ICT)

- Bridge digital divide
- Basic computer and life skills

Conduct Library Programs

(1% increase in children reached with Library Programs)

- Celebrate significant national days (e.g. Human Rights Day)
- Celebrate library related National and International Days
- Conduct Holiday programs targeting children and youth

Create conducive and safe environment in Libraries

(0% increase in well maintained libraries)

- Identified and cost repair problems in Libraries
- Facilitated interdepartmental and external problems in Libraries
- Monitored the quality of repairs
- Ensured that Libraries were clean

Contributed to poverty alleviation by utilizing library facilities

- Programs like 3 vegetable gardens (Bophelong, Stephenson Centre and Sebokeng)

Established marketing and publicity material programs (80% increase in use of Marketing and Publicity material developed in Emfuleni LIS)

Continuing Education Programs and Development (CEPD)

(±50 staff members attended at the skills development unit of NWU)

- In-service training programs
- Events management
- Customer Care
- Use of Internet
- Library skills I and II

Challenges

Staff

- Proper training programs to capacitate staff.
- Staff shortages.
- Appointment of qualified Librarians.

Budget

- Limited Budget to address staff shortages
- Library material and library systems
- Computerized Library System to be investigated and budgeted for.

Maintenance

- No maintenance of libraries
- Evaton library had to be closed due to maintenance problems

Libraries is an unfunded mandate This issue is currently being addressed by the Department of Arts & Culture (DAC) and the National Council for Library and Information Services (NCLIS). The assignment of the Library function from Gauteng Provincial Library Services to Local Government is currently also being investigated.

Understaffed libraries are hampering effective service delivery to the Community.

There are old and small libraries, which have inadequate study space and limited stock of information resources that do not have capacity to accommodate the development of new schools in the surrounding areas and community expansions.

With the new housing developments, no provision was made for library infrastructure and therefore these communities have to travel long distances to access the nearest library. Boipatong is a priority.

No provision was made regarding library infrastructure to cater new housing developments

9.5.5 Arts & Culture

9.5.5.1 Achievements

Heritage Month

(Annual event)

During the Heritage Month, which coincides with the Tourism month, the department held a Heritage festival at Library Gardens in Vanderbijlpark in partnership with local communities. The aim of the festival is not only to celebrate our heritage but also to develop creativity by promoting Arts & Culture development, maximize the contribution of the creative industries to the economy of our region, community development and urban regeneration. The festival was characterized by music, dance from traditional to contemporary, poetry and crafts. It served as a platform for showcasing creative talent in the performing arts, visual arts and craft sectors.

Arts for Rehabilitation Festival

ELM in partnership with Dept of Correctional Services staged the Arts for Rehabilitation festival at the Groenpunt Correctional Services. The aim of the programmes is to widen the scope of Arts & culture development by tapping into correctional centres.

Human Rights Month

This annual event is jointly staged by the Municipality and Provincial Government to commemorate the Human Rights month. The Human Rights month festival was unveiled by a Human Rights carnival which commenced from the Sharpeville Night club through Seeiso Street finishing at the Sharpeville Precinct. More than 1000 participants paraded in cultural costumes, djembe drums, Kaapse Klopse, clowns and traditional music.

Puisano Roving Jazz Programme

A jazz development programme featuring live performances of emerging (jazz) artists was held at Benzás Tavern.

Hostel/Township Ingoma Music and Dance

A project was presented by the Provincial Government Gauteng cultural Umbimbi in collaboration with the Municipalities. It was held at the Boipatong community Hall. It featured different styles of hostel and township music and dance.

Human Rights Rally

The rally was held at the Sharpeville Cricket pitch featuring cultural music performances.

Arts against crime festival

This is a youth programme aimed at encouraging the youth to showcase their artistic talent through poetry, music, drama and dance. All performances are against crime. The event was held at the Mphatlalatsane Theatre in Sebokeng Zone 14.

Study Tours

The department together with Sedibeng embarked on two study tours. In February we visited the Sibikwa Art Centre and the Johnny Meko School of Jazz in Benoni and in June we attended the National Arts Festival held in Grahamstown. The aim of the tours were to acquire more information in how to establish the school of art, to learn and understand the curriculum, operations and funding of the school and acquire information on how can we raise the Human Rights month to the level of the National Arts Festival from the experience gained.

9.6 PARKS & CEMETERIES

This department consists of the following divisions:

- Parks; and
- Cemeteries.

The highlights of the Department of Parks and Cemeteries are:

9.6.1 Formation of New Department of Parks and Cemeteries

The Division of Parks was formerly been located within the Department of Sport, Recreation, Arts and Culture. The Division of Cemeteries had been located within the Department of Waste. Council resolved that the said two Divisions amalgamated to form the new Department of Parks and Cemeteries.

This was effected as from the 1st July 2009. During 2009 / 2010 progress would be made to consolidate the said Divisions to be efficient and effective Department.

a) Performance target as per the “100 Day Action Plan”:

No.	Issue:	Performance
1	Management of the Cemeteries by the Municipality	
		- Lekoa African Rainbow Funeral Homes contract was terminated effective 30/06/09; - Lekoa's staff was absorbed into the Municipality as from the 01/07/09 when the services was re-incorporated into the Municipality. - Offices at Andustra Building in Vereeniging are still being used as the Cemetery Offices. - No disruption of the burial service was experienced. - Bylaws are being evaluated and amended accordingly; - New policies specifically a Heroes / Heroines Acre Policy is being piloted for approval
2	Providing of adequate burial space	
		a) Jacobskop Cemetery Number 2 - An additional area to the west of the cemetery has been identified. And is being further developed for burial; - The lifespan would be extended by about twenty four months.
		b) Nanescol Number 2 Category C - Burials are proceeding. - Burial space would be at full capacity by about September 2010
		c) Portion 15 of Farm 15 Rietspruit 535IQ - Council did resolve to expropriate Portion 15 of the Farm Rietspruit 535 IQ for the development of a new cemetery. - PSN Attorneys were appointed to conduct the expropriation. - Meetings were held with other interested stakeholders viz Gauteng Department of Housing involved with the Johandeo housing project; the Emfuleni Local Municipal Housing Department and ELM'S Land Use Department. - Final decision is the Department will expropriate Alternate 1 and 2 of Portion 15 of the Farm

No.	Issue:	Performance
		Rietspruit 535 IQ. - On acquisition of the said land, the land would be kept as a broader / long term plan to obtain sufficient land for all categories having a buffer of twenty years.
	Upgrading of closed cemeteries	- Fenced in – Boipatong cemetery Phelindaba cemetery: - Land shaping, reconstruction of gravel roads - Removal of randomly growing trees
3	Addressing the issue of illegal cemeteries	a) Along the Fochville Road - Closed down b) In Poortjie - City of Johannesburg has been informed and to date was not able to successfully close down this illegal cemetery.

b) Performance target as per the Department's SDBIP:

No.	Issue:	Performance
1	Address burial needs of Emfuleni for all categories of cemeteries for next 20 years	Portion 2 of the Farm Rietspruit 583 IQ, Consultants are being appointed by Waste Management to conduct detail geotechnical studies and to conduct the EIA.
2	Involvement of communities and Undertakers	a) Internment Forum - Has been operating very well; - To be expanded to include other stakeholders of ministers of religious; burial societies and stonemasons b) Greening Forum to be re-launched
3	Maintenance of 271ha of developed parks	As it was the dormant season, much hard landscaping of gardens and landscapes were carried out.
4	Maintenance of 1070ha of undeveloped public open spaces.	Land- shaping was carried out at 30 hectares of highly visible undeveloped public opens e.g. the outer road along the railway line in Sebokeng to Evaton. Trees x 3,000 were planted along the main roads
5	Removal of dangerous trees.	The attempt to put in place an “as and when” contract to remove problematic trees was unsuccessful.
6	Capacitating the skills of the various levels of staff	Training courses for the various categories of staff, have been formulated In-house training of staff on various aspects of the work would commence during the coming dormant season.

Status of parks:

DIVISION: PARKS	
Number of developed parks	95
Number of developed parks horticulturally maintained:	95
Number of undeveloped Public Open Spaces:	613
Number of undeveloped Public Open Spaces horticulturally maintained:	613
Number of trees removed:	715
Number of trees feathered:	
Number of tree planted	4,000
Number of trees donated to civic groups and NGO's:	650
Number of staff trained	Horticulturists x 4 sent on Turf grass management
Number of floral decorations carried out:	42

Greening of Emfuleni

- 3000 trees were planted in Evaton.
- A further 1000 tree were planted throughout Emfuleni.
- Greening initiative involved Evaton Urban Renewal Project; schools; churches and a Municipal Department.
- Participation in the DEAT Indalo Yethu initiative.
- Cleaning and greening project.
- Eradication of alien vegetation, Old Buck Camp, Three Rivers.

Table 9.12 : Status quo of the Division: Parks

No	Area	Size / Quantity
1	Number and size of developed Parks	95 or 2,710,000 m ²
2	Number and size of undeveloped Parks	613 or 10,700,000 m ²
3	Size of Greenbelts along pavements	1,427 km x 3 m strip either side of road network equals 8,562,000 m ²
4	Size of area where weed are chemically controlled	1427 km x 2 = 2,854 km or 2,854,000 m
5	Total number of formally planted trees	110,000
6	Number of Play equipment to be replaced	30
7	Number of trees to be planted	8,000
8	Number of trees to be feathered / removed	5000 / 715 respectively
9	Number of trees to be donated to civic groups	650
10	Number of floral decorations effected	42

No	Area	Size / Quantity
11	Number of staff further trained	Horticulturists x 4 – Turfgrass Management
12	Eradication of Alien Vegetation	unmapped

- a. Hard landscaping was carried out in areas difficult to maintain and the head office gardens were improved.
- b. The inscapes of the head office were improved to portray a positive image of Emfuleni Local Municipality.
- c. Twenty hectares of undeveloped public open space in Sebokeng were graded so as to create a smoother landscape.
- d. A park was developed in Sebokeng Zone six. The park consists of play equipment for children; lawn; irrigation system to water the lawn; and flower beds for aesthetical improvement. The hard surface court and public ablution will shortly be rehabilitated.
- e. A park is being established in Boipatong. The site has been graded and the play equipment has been ordered.
- f. Funding has been received from the Gauteng Department of Agriculture, Conservation and Environment for the eradication of alien vegetation at the Old Buck Camp in Three rivers, Vereeniging.

Table 9.13 Status quo of the Division: Cemeteries

No	Area	Active or Passive
1	Vanderbijlpark	Active
2	Nanescol	Active
3	Evaton	Passive
4	Vuka	Passive
5	Phelindaba	Passive
6	Vereeniging	Passive
7	Jacobsdorp	Nearly full
8	Roshnee	Active – Specific religious group only
9	Rust-ter-Vaal	Active
10	Boipatong	Passive

9.6.2 Re-incorporation of Cemetery Services into the Municipality

The cemeteries services had also been outsourced to the service provider Lekoa African Funeral Homes. Council had resolved that the services of Lekoa African Funeral Homes be terminated and the said services be re-incorporated into the Department of Parks and Cemeteries. Lekoa African Funeral Homes' last day was the 30/06/09. This was successfully carried out with no disruptions to service delivery.

9.6.3 Additional Burial Space

The Municipality found itself in dire need to acquire additional land for the burial / development of Category C type burials / cemeteries.

Nanescol Cemetery was further extended to cater for Category C type burials. The Category C section provided additional twelve thousand (12,000) fresh graves.

Portion 2 of the Farm Rietspruit 535 IQ had been found suitable for cemetery and a land-fill site development. Two hundred and fifty hectare (250ha) has been set aside for the development of a new cemetery. This site would have estimated twenty five year life span.

Vesco land which is adjacent to the Vanderbijlpark cemetery has been secured for further development to the Vanderbijlpark cemetery.

9.6.4 Illegal cemeteries

Two illegal cemeteries had been closed.

9.6.5 Challenges

9.6.5.1 Parks

- Formulation and implementation of Public Open Space Framework.
- Formulation of Parks Master Plan.
- Global Warming – Carbon Footprint.
- Food Security – Urban Agriculture.
- Outdoor Adventure facilities.

9.6.5.2 Cemeteries

- Awareness raising of Bylaws;
- Lack of burial space;
- Acquiring suitable land for cemetery development;
- Promotion of alternate burial methods.

CHAPTER 10

10. BASIC SERVICES AND INFRASTRUCTURE

10.1 ROADS & STORMWATER

10.1.1 Overview

Roads and Stormwater Department is the roads authority in terms of legislation and is responsible for the development of roads, stormwater, road traffic signs and the maintenance thereof. The Roads and Stormwater Section has three (3) maintenance Depots which are situated in Vanderbijlpark, Vereeniging and Sebokeng.

The department consists of three sections to carry out the day to day responsibilities of the department. The three sections are Operations, Planning & Projects and Auxiliary Services.

Operations Division

This division is responsible for management, development and maintenance of the following:

- Road Network, Stormwater Network, Road Traffic Signs, Asset Management Systems, Ensure Legislative Compliance, Manage Operational related projects, Developing and implementation of Policies and Procedures as well as Wayleaves.

Planning & Projects Division

This division is responsible for management, development and maintenance of the following:

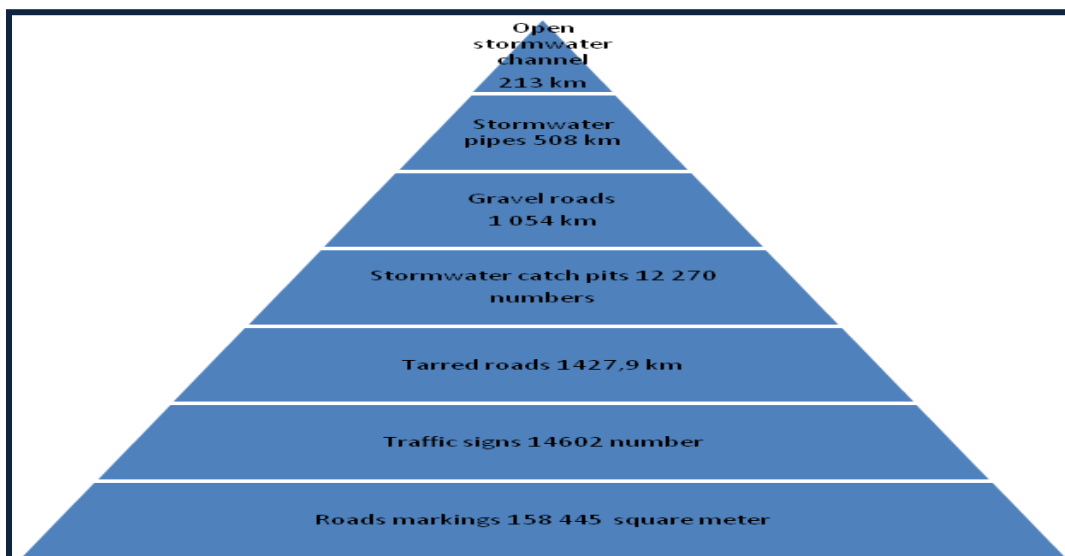
- Maintain the GIS for the department, Maintain and updating of Asset Management Systems, Managing of capital related projects, Updating and implementation of Master Plans, Ensure Legislative Compliance, Developing and implementation of Policies and Procedures and Wayleaves.

Auxiliary Services Division

- Provide administrative assistance

The statistics for the roads infrastructure in ELM can be summarised as follows:

Pyramid 10.1 : Statistics for roads infrastructure



The road network hierarchy is made up as follows:

• <i>Primary Routes</i>	:	245km	=	17%
• <i>Secondary Routes</i>	:	204,4km	=	14%
• <i>Main Tertiary Routes</i>	:	206,1km	=	14%
• <i>Tertiary Routes</i>	:	772,4km	=	55%
Total	:	1427, 9km	=	100%

A report on the statistics of the conditions of all tarred roads in Emfuleni Local Municipality as prepared by V & V Consulting Engineers called Pavement management Systems in June 2008 profiled the structural and surface conditions of roads as follows:

Table 10.1 : Statistics of the conditions of all tarred roads:

Conditions of Roads	Percentage of Total Roads			
	Paved Actual	(Structure) Allowable %	Paved (Surfacing) Actual	Allowable %
Very poor	5%	<3%	1%	<5%
Poor	9%		11%	
Fair	7%	≥97%	28%	≥95%
Good	34%		34%	
Very Good	45%		26%	
Total	100%		100%	

The total value of Roads and Stormwater infrastructure is as follows:

• <i>Roads</i>	=	R4 284 million
• <i>Gravel Roads</i>	=	R 552 million
• <i>Stormwater</i>	=	R1 193 million
Total	=	R5 477 million

Between 3% and 5% of the total value of an asset is required annually to maintain the asset in a good working condition. The world bank recommend that not less than 3% of the replacement cost need to be spend on the maintenance of a service to ensure proper maintenance and level of service. Due to the lack of sufficient funding investment into infrastructure maintenance during budget allocations over the last 15 years, the roads and stormwater network is in an accumulative deteriorative stage.

The table below give the cost comparison figures of the funding scenario over the last three years and the shortcoming in terms of the 3% and 5% funding provision for operational cost in terms of the replacement value of the assets:

Table 10.2 : Funding scenario

Service	Replacement value of Infrastructure (million)	Min Required to Maintain Service (3%) (million)	5 Year turnaround strategy (5%) (million)	Budget Approved 2007/2008 (million)	Budget Approved 2008/2009 (million)	Budget Approved 2009/2010 (million)	Shortage in terms of Minimum Requirements	Shortage in terms of eliminating Operational Backlogs (5 years)
Tar Roads	R 4,284	R 129	R 214	R 79	R 140	R 124	R -21	R -118
Gravel Roads	R 552	R 17	R 28					

Service	Replacement value of Infrastructure (million)	Min Required to Maintain Service (3%) (million)	5 Year turnaround strategy (5%) (million)	Budget Approved 2007/2008 (million)	Budget Approved 2008/2009 (million)	Budget Approved 2009/2010 (million)	Shortage in terms of Minimum Requirements	Shortage in terms of eliminating Operational Backlogs (5 years)
Storm water	R 1,193	R 36	R 60	R 15	R 28	R 26	R -10	R -34
Total	R 6,029	R 181	R 301	R 94	R 168	R 150	R -31	R -151

The accumulative deterioration of the road and stormwater network can be turned around within a 5 year period if the 5% upper benchmark is implemented as the target over the next 5 years.

10.1.2 Service Level / Standards & Backlogs

The department periodically performs the following tasks as part of the routine maintenance programme:

- Replacement of damaged/stolen road traffic signs and street name boards.
- Re-painting of road markings in all tarred roads.
- Patching of potholes of tarred roads.
- Reseal and Rehabilitation program.
- Re-gravelling, reshaping and grading of gravel roads.
- Cleaning of street gutters and vegetation control thereof.
- Cleaning of stormwater pipes and catches pits.
- Vegetation control and cleaning of stormwater open channels.
- Repairing of road kerbing and sidewalk paving.

Table 10.3 : Informal Settlements in ELM:

PROJECT NAME	NUMBER OF UNITS	STATUS	COMMENTS
Boiketlong (Quaggasfontein)	5 600	No roads & stormwater provision	Service cannot be extended in unproclaimed areas
Kaalplaats (Barrage)	30	No roads & stormwater provision	
Unitas Park	2 950	No roads & stormwater provision	
Sonderwater Phase 2	300	No roads & stormwater provision	
Evaton West Ext 1	859	No roads & stormwater provision	
Cyferpan	4 650	No roads & stormwater provision	
Johandeo Phase 2	11 900	No roads & stormwater provision	
Vaal Oewer	300	No roads & stormwater provision	
Vlakfontein	1 440	No roads & stormwater provision	
Vereeniging Old Hospital	300	No roads & stormwater provision	
Houtkop	1 300	No roads & stormwater provision	
Leeuwkuil	5 000	No roads & stormwater provision	
Westside Park	1 247	No roads & stormwater provision	

The Department does not have capacity to do maintenance in these areas without additional resources:

- Tshepiso North Extension 3; Tshepiso Extension 1; New Village (Sebokeng Extension 27) Evaton North; Tshepiso Proper; Sebokeng Extension 24; Sonderwater (Sebokeng Extension 25 and 26); Evaton Small Farms; Rietkuil; Sebokeng Extension 21 (Westside Park); Tshepiso Extension 4; Doornkuil(cross border); Uitvlugt(cross border); Arconpark Ext 10; Arconpark Ext 11; Bedworthpark Ext 4,5,6 & 8; Bophelong Ext 19 (Chris Hani) & 24; Goosebay Canyon; Golden Gardens; Eagles Nest; SE.3 Ext.1; SE.5; SE.8 Ext 1 & 2; SE.9; Riverspray; SW.7; Duncanville Ext 4; Powerville Park Ext 2, 4, 5 & 6; Sonlandpark Ext 1, 5, 6, 8 & 10; Evaton West Ext 5 & 6; Tshepong; Evaton Regeneration; Bonane Ext 2; Unitaspark Ext 5, 10, 13, 14 & 16; Vaaloewer(Nonyana) & Peacehaven Ext 7.

The state of transport infrastructure it's not in a bad condition, even though road infrastructure proves otherwise. This had been evident in rural areas and township areas such as Sebokeng, Evaton, Boipatong and Bophelong. At least half of the population in Emfuleni uses bicycles or walk to both work and school. Little or no attention at all has been given to the improvement of cycling and side walking. In addition, the needs of those who are physically disabled are also neglected and there is increasing demand to provide accessibility for this portion of the population. Private car ownership is low and taxis are only responsible for less than a quarter of the entire population. Rail infrastructure is underutilized, irrespective of its affordability. This has been a result of poor connectivity network between the rail and road infrastructure.

10.1.3 Current Plans and Programmes

Planned Maintenance

The regular monitoring of the network, economic reseal cycles should be implemented to ensure cost effective maintenance of the network. All patching or repair of localised failures, as well as any texture treatment of existing surfacing (where necessary) are carried out before any resurfacing of a road or link is initiated. Road patching is reactive in nature and is an indication of the extent the tar road network deterioration.

During rainy season, the department cannot keep up with the speed in which potholes are forming due to the fact the surfacing is on the brink of total collapse. A pothole patch or repair is only as good as the surrounding structure of the existing road and will not last if an annual Reseal & Rehab program is not followed.

Annual Resealing Programme

From the time when construction of a new tarred road has just been completed, the structure and surfacing of the road as well as road marking start to deteriorate and the recommendation is that at least every three to five years the surfacing needs to be addressed and ensure no water ingress into the expensive and support structure can take place.

Impact Reseal Programme

It is necessary to do impact reseal in two (2) years time for normal existing roads to prevent the development of potholes. It is more economical to maintain it than to leave it as it is until the road needs to be re-constructed. This would not have been required if sufficient funding was provided to address the annual needs.

Rehabilitation Programme

If funds are not provided to do the annual rehabilitation and reseal programmes for normal existing roads, within a period of five (5) years the roads will not even be patchable anymore. As indicated above that particular road will have to be converted to gravel road, which will be a loss of an expensive asset.

Return Periods of Maintenance

The table below indicates the return periods obtained with the existing level of funding and the required return period to maintain infrastructure to keep it as an asset.

Table 10.4 : Return periods of maintenance

Description	Return Period	
	Required	Existing
Tar	2-5 Years	68 Years
Gravel	2-5 Years	50 Years
Stormwater	2-20 Years	50 Years
Road Traffic Signs	2-7 Years	38 Years

Tarred Roads

The roads are designed for a specific lifespan and need to be rejuvenated from time to time. Good Roads within Emfuleni are those that are structurally sound, that is no repairs are needed. Fair roads are those that are starting to show signs of defects. These roads need to be resealed to prevent the ingress of water. Water penetrates structural layers through cracks and lubricated soil particles causing gliding of particles, which leads to formation of potholes and pumping. Bad roads are those that have potholes, rutted and bumping. These are the roads that need immediate attention because riding quality is bad and very much unsafe for road users.

Gravel Roads

The major cause of deterioration of gravel roads is the steep gradient with lack of drainage system. Gravel needs to be imported and be placed on the road again because it gets washed away by rain, which in turn again leads to the silting up of tributary's, spruit's, vlei's, rivers and dams.

Potholes

The lifespan of roads is expected to last for a least ± 10 years. The conditions of roads in Emfuleni Local Municipality are in a bad state. The resealing has not been done as prescribed by pavement management system; hence the deterioration has taken its toll.

Road Traffic Signs

The road traffic signs and markings are not 100% compliant with the Road Traffic Act of 1996. In most cases areas that are affected are the newly development areas. There is an urgent need to provide these newly developed areas with signs that are compliant with the Act and

improve roads signs and markings of other places within the municipality. In addition, new developed areas have not been provided with street names boards and this is also essential.

10.1.4 Challenges

- Potholes;
- Accumulative Deteriorating Services Network;
- Lack of resealing planned maintenance;
- Lack of necessary equipments, funding and personnel to keep up with the pace of new developments;
- Theft and vandalism of road associated infrastructure;
- High number of gravel roads and poor drainage in these roads;
- Aging roads related infrastructure.

10.2 WATER AND SANITATION (Metsi-a-Lekoa)

10.2.1 Overview

Metsi-a-Lekoa (ELM Water Utility) is a water services authority of Emfuleni Local Municipality responsible for the distribution of potable water, collection and conveyance of wastewater and the treatment of waste water. In addition to these functions Mets-a-Lekoa is responsible for the maintenance of the water services system and all costs associated with the assets including maintenance, insurance, licensing and running costs.

The water system consists of 2600 kilometres of pipe networks, 14 low level reservoirs, and a small potable water treatment plant. The sanitation system consists of 2400 kilometres gravity pipelines and 48 sewage pump stations and their pumping mains. The wastewater treatment system consists of three wastewater treatment works. The largest of the wastewater treatment works being operated is the Sebokeng water treatment facility with a capacity of 116Ml/day.

The water and sanitation systems are currently managed through reactive maintenance due to the shortage of personnel. The approved personnel complement of Metsi-a-Lekoa is 568 with 400 positions currently filled including the critical vacancies. The operations are performed through mainly four depots for water and sanitation with two located at the Metsi-a-Lekoa head office at 3 Eastman Street, Vanderbijlpark and two at the Sebokeng Waste Treatment Works. The Water Demand Management depot is located on the Vanderbijlpark reservoir site.

The ratio of stands per Plumber/Pipe Fitter is currently 9000 compared to the required 5000. The water network operations consist of 22 teams to attend to water and meter complaints. The sanitation network operations consist of 14 teams attending to sewer blockages in the Emfuleni area and 2 teams assisted by a service provider responsible for maintenance to the 48 sewer pump stations. The key focus areas is determined by the position of the sewer blockages and prioritized according to the impact on the community and environment.

In addition to the above, Metsi-a-Lekoa has a Planning section and provides a proactive customer care service. The lack of an approved master plan has a negative impact on the planning and design administered by this Planning Section. Every household at Emfuleni Local Municipality receives 6 kilolitres of free basic water each month which include people who have registered as indigents.

10.2.1.1 Water Storage

The water infrastructure of the Emfuleni local municipality comprise of 14 reservoirs with a storage capacity of 134.5 ML. Vaaloewer area has 1 reservoir with the capacity of 1 ML, the Three Rivers East area has 2 reservoirs with the total capacity of 3.5 ML, the Sharpeville area has 3 reservoirs with the total capacity of 20 ML and the Vanderbijlpark area has 8 reservoirs with the total capacity of 110 ML. The reservoirs in Sharpeville and Vanderbijlpark area are in poor conditions and require refurbishment in order to eliminate leakages and water losses. Provision has been made on the project for the water demand management to refurbish these reservoirs.

10.2.1.2 Water Network

The water network infrastructure is in fairly good condition except for some of the areas including Peacehaven, the parts of old Vereeniging, Roads Gardens, some parts of Three Rivers, the bulk connection between Sonlandpark and Steelpark, Sebokeng Zone 12,13,14,11,7 & 3 which are problematic due to the old mid block water pipes that require replacement and relocation.

10.2.1.3 Water Care Works

There are (3) three Water Care Works, Sebokeng, Rietspruit and Leeuwkuil. The Sebokeng Water Care Work has the design capacity of 100ML/day and is presently receiving flows of 130ML/day on average which is way above the designed capacity. The Rietspruit Water Care Work was designed for 30 ML/day and at present receives 23 ML/day on average. The Leeuwkuil has a total design capacity of 41 ML/day and presently receives an average flow of 32ML/day with peak flows reaching up to 45 ML/day.

The Leeuwkuil and Rietspruit Water Care Works were recently upgraded which increased their life expectancy with 10 years. Modifications to the Rietspruit Water Care Works are still under construction to make it compliant. The Sebokeng Water Care Works need to be extended with an additional 50ML/day to cope with the increase in demand. The 2 Water Care Works, Leeuwkuil and Sebokeng also accommodate flows from the neighbouring municipalities which are Midvaal and the city of Johannesburg.

The water quality since January 2009 from the water treatment works were as follows:

Sebokeng – DWEA complaint
Leeuwkuil – DWEA compliant
Rietspruit – 85% compliant

The Sebokeng Waste Water Treatment Works ownership still lies with Gauteng Provincial Government, transfer is underway facilitated by ELM Legal Department. The following court orders were received:

- 21 November 2008 – Sewer spillage into the Leeuwkuil Dam and Houtkop Spruit.
- 3 June 2009 – prohibit effluent discharge into the Vaal River or any of its tributaries that does not comply with the DWEA standard.

A criminal case was also opened on 21 October 2009 against Emfuleni by the Deputy Director of DWEA on the non compliance of the Rietspruit Waste Water Treatment Works.

Table 10.5 : Water Care Works

Waste Water treatment works	Catchments	Details	DWEA Licences
Rietspruit	Vanderbijlpark, Boipatong	23Mℓ/d. Discharges into the Rietspruit and Vaal River (below the Barrage)	Yes – 24 Oct 2008 Valid for 20 years
Leeuwkuil	Vereeniging, Sharpeville, Tshepiso	32Mℓ/d. Capacity discharges into the Vaal River.	Awaiting approval of application
Sebokeng	Sebokeng, Evaton, Palm Springs, Orange Farm and areas of Johannesburg	130Mℓ/d. Capacity discharges into the Rietspruit.	Yes – 16 Nov 2009 Valid for 20 years

10.2.1.4 Sewer Network

The general condition of the gravity sewer pipe network is in fairly good condition and it allows Metsi-a-Lekoa to provide a high level of service to the community. A lot of new developments are currently taking place in the area and impact to the services is directly linked to the quality of the construction process and material used. Although the sewer network is generally in a good working condition there are some problematic areas that must be addressed. They are as follows:

- The new Tshepiso Phase 4 development recently occupied by people whereby the housing contractor interfered with water and sewer systems resulting to frequent blockages.
- Due to the high volume of developments and the problems with the storm water ingress into the sewer system, most of the outfall sewer pipes are experiencing capacity problems to an extent that sewer spillages takes place during high intensity storm rain. The areas including Rietspruit outfall sewer from Sebokeng zone 3 to the Water Care Works, Tshepiso outfall sewer line in Mareka Street, zone 10 Sebokeng and outfall sewer from Sebokeng ext 15 experienced most of the problems.

Sewer blockages increase due to soil sedimentation in the sewer pipes that must be removed by the routine maintenance cleaning of the sewer lines. The function is however not performed fully due to the shortage of personnel and the focus of the routine maintenance cleaning program is therefore limited to lines where frequent blockages are experienced. On average the 750 sewer blockages, 10 sewer manholes repairs and 20 sewer manhole lids replacement are performed on a monthly basis.

10.2.1.5 Sewer Pump-station

The sewer network consists of 48 sewer pump-stations of which 9 pump stations will be eliminated in the short term by the operation of the Regional Sewer Scheme. In the mean time most of the pump-stations have undergone extensive upgrading over the past three years to the extent that they function more reliable with fewer stoppages and subsequent lesser spillages. Although the pump station structures and equipment have been upgraded the pump lines are still old and in a dilapidated state requiring urgent upgrading.

10.2.1.6 Service Standard & Backlogs

There are no backlogs in the supply of potable water. The only additional water connections that have been provided were to cope with growth in informal settlements. The ongoing provision of water connections in new housing development ensures that a backlog does not build up.

There is however backlog in the replacement/installation of water meters to the areas that are currently billed on a flat rate. Water meters are being replaced and or installed to enable Council to improve billing accuracy such that the actual consumption are charged thus reducing water loss and enhance revenue.

The level of service provided for formal housing is a metered water point per household and for informal settlements communal standpipes within a 200 meter walking distance with 25 litres per person per day.

The provision of a basic level of sanitation service, i.e. VIP's, is not acceptable to the communities living in informal settlements and it is not practical and sometimes impossible to provide a higher level of sanitation service in these settlements. Previous sanitation service installation in relation to development activities in central Evaton created an area where connection to the sanitation network was not possible. The 10 stands in this area make use of conservancy tanks that is serviced by Council on a regular basis.

The sanitation backlogs in the informal settlements can therefore not be eliminated. Provision of new housing developments will help eliminate sanitation backlogs. Hence 400 of the 11,500 sanitation backlog were eliminated in Tshepiso through the housing development. The level of service provided for formal housing is full water borne sewer system.

The current backlog on the sanitation infrastructure is capacity and structural problems which influence the provision of sanitation services to new developing areas for backlog eradication.

Capacity problems are experienced in the following outfall sewer lines:

- Tshepiso
- Sebokeng zone 10 and 15
- Rietspruit outfall Evaton
- Vanderbijlpark East outfall

Structural problems are experienced on the following sewer pump lines:

- Pump Station 8
- Pump Station 10
- Pump Station 5
- Pump Station 1

A major concern in service delivery is the over growing population of the informal settlement in Boiketlong. These households make use of unimproved pit latrines and stand pipes that were provided. Since this is on private property and have been occupied illegally the Emfuleni Local Municipality cannot provide any kind of service and the community will have to be relocated.

Low water pressure in the water supply system in Palm Springs has been a problem for a number of years and was partially solved in 2006/7 by the installation of an additional ring feed. This problem will be eliminated with the installation of a separate Rand Water supply dedicated for Palm Springs which is in progress.

Table 10.6 : Water Budget Expenditure

Water 5522	Financial year		
	2007/2008	2008/2009	2009/2010
Budget	R322,600,122	R352,187,400	R444,748,340
Expenditure	R320,916,922	R352,187,400	R444,748,340(projected)
Percentage	99,5%	100%	100%

Table 10.7 : Sanitation Budget Expenditure

Sanitation 5523	Financial year		
	2007/2008	2008/2009	2009/2010
Budget	R47,332,822	R48,958,877	R53,559,739
Expenditure	R42,502,227	R47,685,431	R51,330,071(projected)
Percentage	89,8%	97,4%	95,8%

Table 10.8 : Informal Settlements

PROJECT NAME	NUMBER OF UNITS	WATER	SANITATION
Boiketlong (Quaggasfontein)	5 600	23 Standpipes	Private VIP
Kaalplaats (Barrage)	30	6 Standpipes	Private VIP
Chris Hani, Bophelong		4 Standpipes	Private VIP
Sonderwater	300	29 Standpipes	Private VIP
Libya, Sharpeville		4 Standpipes	Private VIP
Winniespark, Boipatong		8 Standpipes	Private VIP
Sebokeng Zone 24		4 Standpipes	Private VIP
Vaal Oewer	300	1 Standpipe	Private VIP
New Village, Zone 12		23 Standpipes	Private VIP
Vereeniging Old Hospital	300	Water supply in building	Private VIP
Tshepiso Taxi rank		6 Standpipes	Private VIP
Leeuwkuil		1 Standpipe	Private VIP
Westside Park	1 247	In yard standpipes	Private VIP
Soul City, Sharpeville		8 Standpipes	Private VIP
Ironsyde Industrial		5 Standpipes	Private VIP
Sebokeng Zone 7B		4 Standpipes	Private VIP
Sebokeng Zone 17		3 Standpipes	Private VIP
Malgere		Awaiting tender advert	Private VIP
Masmith		Awaiting tender advert	Private VIP
Ramusukula School		Awaiting approval to cross N1 highway	Private VIP
Maplankeng		6 Standpipes	Private VIP
Evaton North		7 Standpipes	15 Chemical toilets

10.2.1.7 Challenges

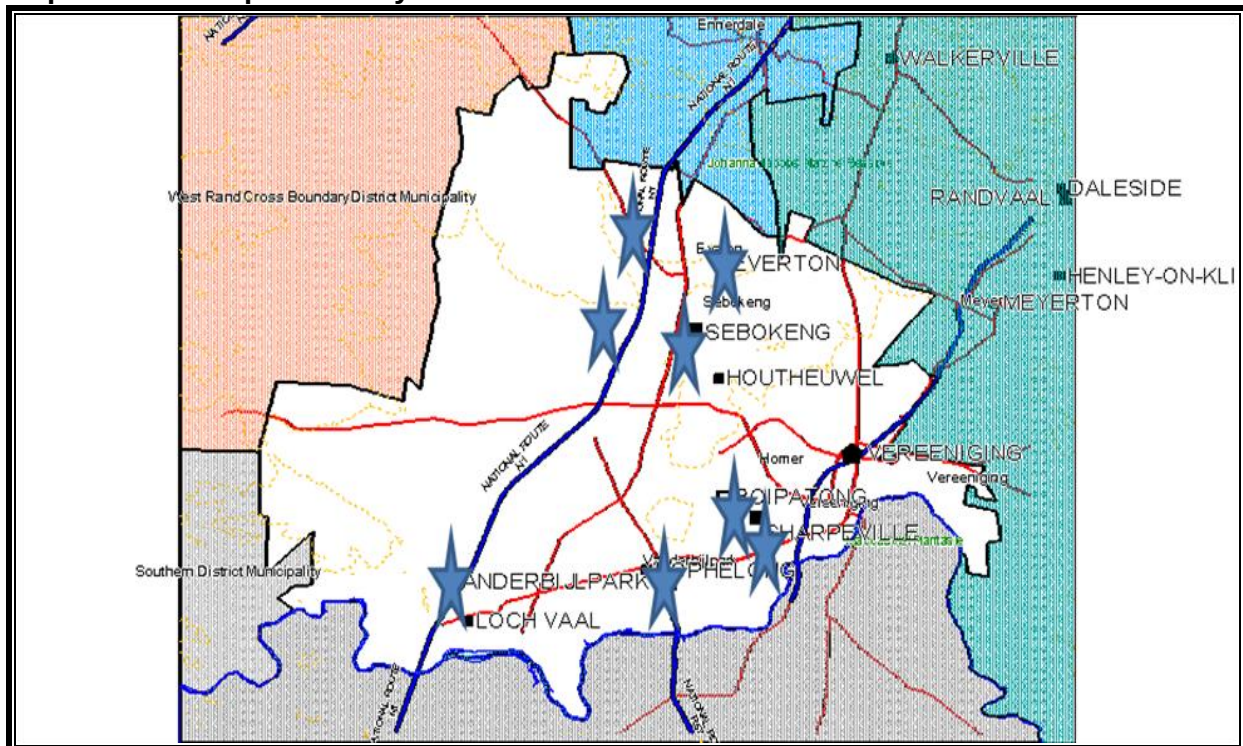
- Ageing water and sanitation infrastructure;
- The capacity of water care works;
- Compliance issues in all water care works both design & personnel;
- Limited preventative maintenance programme;
- High level of sewer blockages;
- Pending court cases;
- Rapid development;
- Storm water ingress;
- High water losses;
- Ownership and licence expiration of water care works.

10.3 ELECTRICITY

10.3.1 Overview

Emfuleni Local Municipality provides municipal services directly to the community of Emfuleni. The Municipality is licensed to provide electricity mainly in the Vanderbijlpark, Bophelong, Boipatong, Ironsyde, Eatonsyde, Roshnee, Rust ter Vaal and Vereeniging areas whilst Eskom is licensed to provide electricity in the remaining areas.

Map 10.1 Areas provided by ELM



The Electricity Infrastructure consists mainly of the following:

- 40 High voltage substations (88 000/33 000/22 000/11 000V)
- 494 Medium voltage substations (11 000/400V)
- 87,32km High Voltage cables (88 000/33 000/22 000V)
- 776,74 km Medium Voltage cables (11 000V)
- 678,5 km Low Voltage cables (400V)
- 111,11km High Voltage power lines (88 000V)
- 257km Medium Voltage power lines (11 000)
- 527km Low Voltage power lines
- 79 Power transformers (88 000/33 000/22 000/11 000V)
- 866 Distribution transformers (11 000/400V)
- 42 481 Prepaid meters
- 22 303 Credit meters

The Public Lighting infrastructure consists mainly of the following:

- 24 500 Streetlights
- 750 High mast lights
- Approximately 980km of streetlight cable and lines.
- 110 Traffic light intersections

The replacement cost of the electricity infrastructure is approximately R2, 5bn and the average age of the electricity infrastructure is 35yrs. It is there to be expected that system and component failures will occur frequently. Although all equipment is still in use it is essential that refurbishment and/or replacement of this equipment are done on a continuous basis. This fact is also illustrated in the master plan report, which was received recently, where a continuous need for capital is required for the purpose of refurbishment of the infrastructure. An amount of R188m has been indicated as a requirement for the next 3 years.

Although the municipality has been able to assist all developers and applicants by providing electricity, the low level of investment in the upgrading/refurbishment/ expansion of the electricity infrastructure has led to a situation that new developments can no longer be accommodated without major capital injections. It is therefore absolutely essential that the municipality direct more of the surplus generated by the sale of electricity to the capital requirements of the electricity function.

The municipality is also experiencing a major boom in the development of vacant land as well as the densification of existing developments, which is placing a huge demand on the provision of electricity and most probably other services as well. In order to accommodate new developments the developers are required to assist with the funding for network expansions.

The previous 09/10 financial year has seen the provision of more capital for infrastructure development and or upgrading. This has led to the daily maintenance of infrastructure and the reinstatement of preventative maintenance to be successfully implemented.

The implementation of load shedding, upon request by Eskom, led to much interruption of scheduled work and customer dissatisfaction. The load shedding schedules were however discussed with and agreed to by the Municipality's largest consumers of electricity; the schedules were communicated to the community via the local news media and the

Municipality's website. The interruption and switching back of loading however led to overloading problems and even damage to infrastructure equipment.

The 2010/11 is characterized by major investment in the electricity infrastructure, approximately R52m worth of assets both the electricity network and the public lighting. These include the following:

- Upgrading of 11kV networks
- Upgrading of 88/11kV system
- Electrification (bulk supply) to Tshepiso north ext 3
- Replacement of vandalized overhead copper distribution lines (approximately 30 000m) with insulated bundle conductor
- Drafting of electricity infrastructure master plan
- New electricity connections and unforeseen network expansions
- Professional fees for project design
- Installation of high mast lighting
- Ward based area lighting initiatives.

The effective delivery of services by the Electricity Department is continuously hampered by the continuing flood of theft of electricity infrastructure. Valuable time and money has to be directed on a daily basis to rectify problems caused by this theft. Theft on live networks often leads to secondary damages of which the repair cost has to fund from the existing maintenance budgets.

10.3.2 Level of Services

There is no backlog in the provision of service connections (electricity) to all proclaimed and developed areas. Applications for electricity connections are processed as they are received and the necessary connection fees paid. All electricity customers receive a full service but it is differentiated in terms of connection size in relation to connection fees paid. A large percentage of customers are metered via prepaid meters, which facilitates the management of usage by customers.

The level of service (20ampere connections) funded by DME via the electrification funding is the cause of much equipment failure due to overloading, a fact which was even more experienced during the past financial year when a number of transformers failed due to continuous overloading. It is felt that DME should increase its funding per connection to allow a connection size of at least 40 ampere to prevent overloading problems.

10.3.3 Services backlog

Due to the lack of financial resources over the past number of years a backlog in repair and maintenance as well as refurbishment and network expansion has built up. This backlog can only be addressed by sufficient capital investment into the electricity infrastructure. In terms of the analysis for the 2009/10 financial year there is an indication that an amount of approximately R60m will be necessary for the eradication of the backlog identified in the short term. Over the next three years the network strengths and refurbishment activities will cost the Council over R500m.

Between Eskom and the Municipality there is 100% coverage of the area as far as the provision of electricity is concerned. There is however some informal settlements where no services are provided as these dwellings are placed on unproclaimed land.

Table 10.9 : Informal Settlements in ELM

PROJECT NAME	NUMBER OF UNITS	STATUS	COMMENTS
Boiketlong (Quaggasfontein)	5 600	No electricity	Service cannot be extended in unproclaimed areas
Kaalplaats (Barrage)	30	No electricity	
Unitas Park	2 950	No electricity	
Sonderwater Phase 2	300	No electricity	
Evaton West Ext 1	859	No electricity	
Cyferpan	4 650	No electricity	
Johandeo Phase 2	11 900	No electricity	
Vaal Oewer	300	No electricity	
Vlakfontein	1 440	No electricity	
Vereeniging Old Hospital	300	No electricity	
Houtkop	1 300	No electricity	
Leeuwkuil	5 000	No electricity	
Westside Park	1 247	No electricity	

There is still a backlog in the provision of public lighting on some through roads and in some of the previously disadvantaged areas.

10.3.4 Comparative budget Allocation (Actual)

Table 10.10 : Comparative budget allocation (actual)

	2006/07	2007/08	2008/09	2009/10
Expenditure	R451,057,679	R495,750,181	R609,000,936	R774,503,373
Income	-R540,898,298	-R589,115,646	-R756,072,615	-R1,000,836,367
Surplus	-R89,840,618	-R93,365,464	-R147,071,680	-R226,332,994

10.3.5 Current plans (Maintenance and Capital)

The focus of the electricity maintenance as depicted on the Service Delivery and Budget Implementation Plan is as follows:

Service and maintenance of:

- Transformers
- Switchgear
- Distribution pillars
- Substations
- Vegetation control
- Battery replacement
- Painting of poles
- Replacement of stolen infrastructure components
- Traffic lights
- Public lighting

- Meter auditing

Installation and/or replacement of:

- High voltage (88kV & 11kV) power lines
- Low voltage bundle conductors
- 88/11kV Transformers
- High voltage switchgear
- High voltage cables
- High mast lighting
- New service connections
- Current transformers

These assets are located at strategic points within the municipality due to their function of supplying various areas.

10.3.6 Challenges

The critical challenges facing the municipality can be summarised as follows:

- Amalgamation of ELM and ESKOM areas of supply under ELM;
- Rolling out of the continuous preventative maintenance to avoid the building up of maintenance backlog;
- Investment in both network strengthening and public lighting projects;
- Finalise the assessment of the electricity function in terms of section 78(3) of the Municipal Systems act;
- Embark on and finalise the financial and operational ring fencing of the electricity function;
- Curbing of theft of electrical equipment and assets.

10.4 WASTE AND LANDFILL MANAGEMENT

10.4.1 Overview

In terms of the Department, the operational and key focus areas can be submitted as follows:

- Provide once weekly sustainable household collection services to 165 00 000 households and extension of services to newly developed areas;
- Enhance litter picking in all key areas / roads and entrances to communities;
- Provide well supported street sweeping and clean up programs in the Vanderbijlpark and Vereeniging Central Business District;
- Provide well maintained transfer stations / mini dump;
- Provide well maintained landfill facilities catering for the need of all general waste to be land filled on a daily basis (3 operating sites);
- Recycling programs;
- Provide well maintained composting facility.

10.4.2 Service Levels (Standard of Services)

- Household collection: Currently this Department provides a 1 X weekly sustainable household collection services to 165 00 000 households in all formal areas.
- Litter picking in all key roads and entrances on a daily basis (5 days per week) and cleaning of CBDS (Vanderbijlpark and Vereeniging on a 7 day per week cycle.
- Provide a once weekly service to all existing mini dump transfer stations and a twice weekly basis to Boitshepi and Waldrift landfill sites where all greens received are being shredded and transported to the Waldrift Landfill site where a chipping holding facility exists.
- A new service level of agreement between ELM and Blackwood mini dump (Midvaal) is to be put in place to also shred all greens received on a twice per week basis to replace the existing service level of agreement by council paying 66% of operational cost to Midvaal.
- The operations of Boitshepi and Waldrift Landfill site are carried out on a daily basis and are outsourced to external companies. In terms of Palm Springs Landfill, the operations are currently being executed by the hiring in of vehicles and equipment that is directly under the control of this Department.
- Removal of illegal dumps is now being done on a continuous roster to include all wards and an average turnaround time of 4 to 5 weeks per week.
- The recycling centre in Evaton is operational and the re-claiming of all items that have a commercial value are collected in Evaton, Sebokeng and Vanderbijlpark and landfill sites on a daily basis.

10.4.3 Refuse Removal Backlogs

Since the program of replacing old vehicles, the backlogs to service delivery to especially household collection decreased from 45 % backlogs registered per week to 15% registered at 30 June 2009. However, occasional 3 day per week backlogs are registered on a monthly basis, due to vehicle breakages, fuel shortages etcetera.

Table 10.11 : Informal Settlements in ELM:

PROJECT NAME	NUMBER OF UNITS	STATUS	COMMENTS
Boiketlong (Quaggasfontein)	5 600	No Service	Monthly removal of illegal dumps in all informal settlements is currently undertaken
Kaalplaats (Barrage)	30	No Service	
Unitas Park	2 950	No Service	
Sonderwater Phase 2	300	No Service	
Evaton West Ext 1	859	No Service	
Cyferpan	4 650	No Service	
Johandeo Phase 2	11 900	No Service	
Vaal Oewer	300	No Service	
Vlakfontein	1 440	No Service	
Vereeniging Old Hospital	300	No Service	
Houtkop	1 300	No Service	
Leeuwkuil	5 000	No Service	
Westside Park	1 247	No Service	

10.4.4 Status of Current Plans / Programmes

- Develop new General Waste Landfill site: (multi-year project to 2009 / 2010) – Permit application process at 50% completion (waiting for specialist studies to complete the process during 2009/2010) – it is expected that infrastructure developments can commence during the 2011/2012 financial year and is subject to a Record of Decision being issued and MIG funds allocated to commence with construction in that particular year.
- Close and rehabilitate Boitshepi landfill site: (multi year project to 2009 / 2010). Permit application process at 62% completion (waiting for specialist studies to complete the process during 2009/2010) – it is expected that infrastructure developments can commence during the 2011/2012 financial year but is subject to a Record of Decision being issued and MIG funds allocated to commence with construction in that particular year.
- Palm Springs landfill – permit (129/11/P52) was issued. The detailed designs, traffic impact assessment and transfer of land at 66% completion. It is estimated that construction of facilities will commence during the first quarter of 2010/2011 (subject to MIG allocation being made available)
- Waldrift Landfill: The application for permit process at 92% completion. The tender for closure construction (rehabilitation of phase 2 and construction of Waldrift phase 4A was awarded on 30 June 2009 with expected completion of both projects by 30 December 2009. Both the phase 2 (rehabilitation process) have been completed and the construction of Phase 4 (Restructuring Grant) and site handover - completion will be done during November 2009. This project will therefore be completed in the current financial year.
- Composting: A shredder and windrow turner with a total value of R5, 000,000 have been purchased and delivered with the purpose of taking the green waste out of landfill sites and making compost. This operation will commence in the 2009/2010 financial year with a composting area that will be linked and permitted with the Waldrift Landfill site. Subject to approved capital funding for the 2010/2011 (ELM being obtained), the purchase of a dedicated tractor and trammel screen required in the composting process is required to complete the process.
- Twining activities: ELM together with the twining partner Eindhoven has adopted a working document for the management of waste in the Bophelong and Evaton West pilot area.

A waste calendar was drawn by the participants to encourage either waste re-use, recycling or minimization. This waste calendar awaits approval at the communications Department (Eindhoven for funding). It is expected that the final approval will be obtained soon, after which a 7 day advert will run to procure the required calendars. All activities with the pilot projects will then run based on calendar activities.

- Implementation of By-laws (success rate): The By-Law enforcement unit have been established. The only issue remaining is for the Municipal Court to provide specific codes for the region as to which court (Vereeniging or Municipal court) will focus on

cases to be tried. Subject to the allocation of this codes, the By-Law implementation function will be fully functional by 1 December 09.

- Central Energy Fund (CEF) – reduce Landfill gas emissions in the atmosphere: ELM entered into a MoU with CEF to conduct a feasibility study to generate electricity on Boitshepi and Waldrift landfill sites and alternatives for Zuurfontein to reduce harmful emissions of methane gas in the atmosphere. All construction and other cost will be for the benefit of CEF with the possibility that Council can receive royalties as income on this project.
- Gauteng – Bontle-Ke-Botho (To be beautiful is human): Ward based community environmental committees and the Buyisa -e- Bag Project. Since the introduction of these campaigns in 2002, a number of wards participated and won awards. During 2005 only 12 wards entered into the clean township competitions. In total, an amount of R848 000 was awarded to wards 12, 20, 26 and 30 and a dedicated vehicle was purchased that is used by the communities to assist with future clean up operations and collection of reclaimed waste products by re-claimers.
- In terms of the Masterplans, the Integrated Waste Strategy that was approved by Council during August 2009 and is the formal adopted document that is in place. The Masterplans for Waste Management have not been done.

10.4.5 Comparative Budget Allocation & Expenditure: 07/08;08/09/09/10

The table below represents corresponding budget and actual spending in terms of both the total Operational, as well as the Capital for the periods indicated above as follows:

Table 10.12 : Comparative budget allocation & expenditure

Description	07/08		08/09		09/2010	
	Budget	Actual	Budget	Actual	Budget	Actual to 30 October 09
Total expenditure (OPEX)	R55 404 332	R85 371 401	R225 665 514	R233 656 031	R177 764 011	R48 333 282
Income (OPEX)	-R83 806 672	-R77 379 441	-R88 729 639	-R96 938 435	-R106 080 856	-R35 025 966
Total expenditure (CAPEX)	R12 717 500	R2 442 801	R16 545 683	R4 155 151	R23 919 400	R4 230 773

** Represent inclusion of Contributions for bad debts that was not present in the 07/09 financial year*

10.4.6 Challenges

- Increased capacity - to address backlogs of sustainable household collection services (weekly basis) in the informal housing areas;
- Eradication of illegal dumping;
- Control and capacitating some 350 re-claimers in Boitshepi landfill;
- Rolling out of the 240 litre bin system to the rest of the areas in Emfuleni (excluding Evaton region);
- Emfuleni is running out of airspace to accommodate 15 000 to 20 000 tons of general waste being disposed of on a monthly basis. A new general waste site will have to be established within the shortest time possible;
- Finalisation of licences for the three landfill sites (Palm Springs, Boitshepi & Waldrift);

- Legalize and upgrade existing mini – dump transfer stations facilities and implement programs to reduce the waste streams by re-claiming initiatives of the various resources that have commercial value.

10.5 FLEET MANAGEMENT SERVICES

10.5.1 Overview

The Fleet Management Department consists of two workshops, one in the depot in Duncanville and the other in Vanderbijlpark respectively. The Vanderbijlpark workshop will now be used solely for the pool vehicle function. The workshop in the Duncanville depot is used both for the repair and maintenance of vehicles and for the fleet management system.

Presently there are 52 staff members in the department. When all the personnel are appointed, the total will be about 80. The process of appointing new staff has begun. So far 16 posts have been advertised namely:

Assistant Manager: Workshop
Working Charge hand Mechanics x 6
Artisan Mechanics x 3
Apprentice x 6

Currently the vehicle and equipment fleet consists of 968 and all vehicles and equipment are fitted with the electronic devices to monitor the movements as well as fuel consumption on a daily basis. Fleet controllers have been appointed to give a better service to all the departments in this regard and continuous training is in place to enhance the assistance that they will be able to give to the various Service Delivery Units (SDU).

10.5.2 Current Backlogs

At this stage the capacity of the Mechanical Workshop is below the expected norm as the number of employees is far below the required number to perform the duties expected from the Mechanical Workshop. This problem will be addressed when the appointment of mechanics is done in the next three months.

The upgrading of the Workshop is also behind schedule as one of the contractors have not completed their project and the process is closely monitored by the Fleet Services Management in order to resolve this problem. It is envisaged that the problem will be solved within the next two weeks.

Approximately 30 vehicles are standing at the mechanical workshops for various reasons but predominantly because of the insurance issues to be resolved. This is hampering service delivery because the vehicles should be back on the road as quickly as possible. As far as servicing of the vehicles is concerned, the normal turnaround time is 3 days for the whole process, however the current standards are up to 1 week or at the worst even 2 weeks.

10.5.3 Challenges

- The pool system for vehicles and equipment is a challenge as the appointment of staff to execute this function is not finalised yet although the political and administration staff of

ELM requires that it must be done as soon as possible. The funds to establish this section have not yet been approved.

- There is general lack of expertise in the fleet management discipline seeing that this is a fairly new function for the municipality.
- The municipality is competing with big corporate both locally and nationally for the scarce skills of the mechanics and as such the department remain very lean on the retention of these skills.
- There are a sizable number of vehicles that are involved in accidents and as such the turnaround time for the repair is taking too long due to the issues of insurance.
- The funds for this project have been taken of the budget by the previous CFO despite a Council resolution and that resulted that the upgrading has been dealt a serious blow.
- The renewal of the old vehicles and equipment should continue for at least the next 5 years as this will ensure that the availability of vehicles and equipment will be within acceptable levels.

CHAPTER 11

11. MAINSTREAMING

Mainstreaming is the process of identifying the issues affecting the most vulnerable groups in society and integrating their basic human rights needs in the planning, implementation, monitoring and evaluation of service delivery.

11.1 CROSS CUTTING ISSUES WITH THE OFFICE OF THE EXECUTIVE MAYOR

Cross cutting issues refer to those issues, which require a multi-sectoral response and thus need to be considered by all departments. Mainstreaming is considered a cross cutting issue.

Cross Cutting Issues that are jointly addressed at both Social Development and the Mayor's Office herein are:

- *Disability*
- *Gender*
- *HIV/AIDS*
- *Youth*

11.2 DISABILITY DESK

The desk promotes the employment of disability people in all levels of the municipality and sensitivity to the needs of those living with disabilities. The following took place in realizing the objectives:

- DPSA (Disabled people of South Africa) Emfuleni Branch was launched.
- Deaf Awareness Celebration (ELM annually partner with Bathabile Sign Language Training to celebrate and acknowledge people with disability).

DPSA (Disabled people South Africa) Emfuleni Branch was launched
Deaf Awareness Celebration, ELM annually partner with Bathabile Sign Language Training to celebrate and acknowledge people with disability.

The relationship with the civil society is excellent. ELM carry out programs together with 30 disability organizations locally and sponsor some of their programs. There is a need for Emfuleni to adopt a disability friendly recruitment strategy.

Table 11.1 : Status of employees with disabilities

Level	Number	Male	Female
4	1	1	
5	1	1	
6	2	1	1
9	2	1	1
12	6	3	3
Total	12	7	5

Challenges

- Unemployment
- Sustainable, accessibility and affordable community facilities and service to people with disability.
- Service provider/ construction projects not employing people with disabilities.

11.3 GENDER

The Desk is responsible for the following:

Implementation of the 50/50 percent National resolution, Eradicating poverty through Economic Empowerment initiatives, Focus on Government and other stake holder's projects and Programmes, Deepening women's participation in governance. . Promote Diversity, tolerance and men's role in the Local Government Gender's Agenda. The strengthening of the section 79 of the Municipal Act, Human Rights mainstreaming as an approach to accelerate Gender Equality.

Gender inequalities exist within ELM municipality, women account for 2.5% of the senior management. In order to realize gender mainstreaming ELM send its managers and assistant managers monthly to attend workshops to equip them on gender issues. The desk has initiated training that will economically empower women on how to form Cooperatives, building and brick laying. There is also environmental training in partnership with both national and provincial departments. A draft policy on Gender is drafted awaiting review by legal department the ward based gender as well as Section 79 committee has been established and fully functioning.

11.4 HIV/AIDS

The primary goal of the desk is to coordinate internal and external actions reduce the number of new infections and the impact of the epidemic on individuals, families and communities.

11.5 YOUTH

(a) The Status of Youth

The table below depicts estimated youth population in Emfuleni Municipal area. The highest youth aged group according to stats SA 2001 is between the age of 20 and 24, this is basically 29% of the whole youth population and the lowest age group is between 30 and 34 which is 11% of the estimated population.

Table 11.2 : Age groups

Description	2001	%
15-19	65 037	25.08
20-24	71 493	27.58
25-29	66 919	25.81
30-34	55 812	21.52
Total	259 261	100

Source: Stats SA 2001

(b) Youth Forums

Emfuleni's report on the establishment of Local Youth Units

The process of establishing Local Youth Units started during the youth month (June 2008). This process was driven by the district municipality since the local municipalities did not have a youth policy and there was no budget for the youth month.

Youth Summit was held in June 2008 at Vaal University of Technology, the summit involved all the municipalities and their youth formations.

This initiative was facilitated by the district municipality and all the three local municipalities were stakeholders. About 250 young people debated robustly on the type of youth policy to be implemented.

The resolutions of that youth summit were then taken for adoption firstly by the district municipality.

Sedibeng District Municipality and Emfuleni Local Municipality have in their position draft youth development policies which are just waiting for adoption by the respective councils.

Equally there is no section 80 on Youth Development and there was a proposal that there be one which will consist of (07) councilors of which four should represent the majority party. This committee will discuss reports prepared by the youth development manager and recommend to mayoral committee for final decision.

After all this has been established a youth council will be appointed from youth formations representative of all sectors.

The district has only four YAC's and this number need to be increased to six. They also need to be expanded from existing pilot project to be permanent institutions.

The NYP (National Youth Policy 2008- 2013) clearly states that youth development practitioners need not necessarily be under the age of 35.

(c) Youth Advisory Centres

These centres will propel and inject a renewed hope and dream for a better future for the young people of this district. The Youth Centres are partnered with Umsobomvu Youth Fund which is thrust with the responsibility of locating young people in the mainstream of the economy by providing, employment opportunities, increase the skills base, inculcating and financing entrepreneurship innovations, career guidance & counseling and equipping young people with the necessary life skills & tools in order to become contributing citizens.

The Centre made the following findings as a result of the beneficiary profiles that were created which are completed by young people at the centre. From a sample of (3200) walk-ins and outreach programs in the past four (4) months in the area of Boipatong, Tshepiso & Sharpeville, the Youth Advisory Centres operates in an economically depressed environment, women and mainly young women are frequent visitors of the centre, that these visitors are mainly unemployed, they have low levels of formal education, they lack the relevant labour market orientated skills, they lack the necessary business knowledge, and lack self-worth.

Rural Outreach Program. Members of the Social Development division of Emfuleni consulted an organisation known as YDIDI which translates to Youth Development through Investigation and Dissemination after discovering that the youth in rural areas have no information on developmental issues like bursaries, learnerships, internships and so forth. It is in this context that a partnership between the above mentioned institutions decided to embark on an outreach program for Ramolele and Ramosukuli High Schools. A meeting was convened between the above mentioned project managers on the 13th August 2009 at Southgate Mall and a concept was developed. The project will be facilitated by Letshoao Consulting under the auspices of YFM's YDIDI at no cost to the municipality. This consulting company has credentials to an extent that it hosts a Saturday show on YFM whereby the youth are given all the info regarding bursaries, internships, learner ships and other developmental issues. Cornerstone will also award 10 call center training bursaries to deserving students. These bursaries are worth R9000 each.

11.6 GENERAL DELIVERABLES FOR DESIGNATED GROUPS

This section will focus at general deliverables for designated groups namely women, children, youth, and people with disabilities, elderly and ex-combatants. These deliverables are guided by various policies of SDM aimed at benefiting the designated groups. Due to the purpose of aligning with the District, ELM is also expected to adhere to the deliverables. These include the following:

- Youth Development Policy;
- Ex - combatant Policy;
- Gender Policy;
- Pro - poor Policy; and
- Gender Equity Policy.

The general deliverables have been categorised as follows:

- Training and job opportunities
 - Ensure that training and job opportunities that may arise will target designated groups;
 - Continue with looking at regional sewer works for opportunities; EPWP; BnM (people used in demonstrating technique); and greening initiatives (SDM role to assist local labour and communities in getting involved in national and provincial programmes); and
 - Greening and cleaning.
- Ownership - Facilitate ownership options for designated groups in:
 - Urban renewal projects;
 - Industrial Waste Exchange Programme;
 - Land release; and
 - Concrete targets and mechanisms will be set at BBBEE Summit planned for second half of this year.

- Poverty alleviation and social development
 - Ensure that alternative options are explored including ensuring designated groups are prioritized in the “shack down programme”.
- Volunteers - Volunteers from all designated groups should be involved in:
 - HIV and Aids programmes;
 - Fire prevention (PIER) and Clean Fires Programme;
 - Crime prevention; and
 - Greening and cleaning.
- Within SDM
 - Training of community service students in MHS\EHS (within LMs). AQM – will target 2 students per year.

Table 11.3 : Deliverables for Different Designated Groups

Women	• Identify and assist women in accessing training opportunities related to greening programmes; and • Develop leadership programmes for women.
Youth	• Youth (Workplace learning as a means to communicate); • Get involved in all programmes of Regional Sewer, EPWP, BnM, Greening; and • Expand the Youth Advisory Centre services; Ensure connectivity and accessibility.
People with disability	• Special Disability /sheltered employment; • Interpreters; and • Get involved in all programmes of Regional Sewer, EPWP, BnM, and Greening.
Children	• Ensure improved air quality and reduction of dangerous emissions which impact on the health of young children (e.g. asthma); • Ensure that child headed households are accommodated in urban renewal projects; • Continue environmental awareness programmes aimed at school children; • Expand mass participation programme for sports; and • Ensure effective implementation of provincial programmes such as the Bana Pele, widow and ECD centres.

Elderly	• Elderly used for Oral History, sourcing resources in the form of shelter, tea gardens, and creating videos as stimulation and relaxation; and • <i>Involve elderly in BNM programme.</i>
People infected and affected by HIV and AIDS	• SMME development & support to designated groups and ex-combatants; • Develop concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer works, EPWP, BNM, Greening
Ex-combatants	• SMME development & support to designated groups and ex-combatants; • Set concrete targets for ownership and empowerment for designated groups and ex-combatants; • Tour guides targeting designated groups and ex-combatants; and • Get involved in all programmes of Regional Sewer, EPWP, BNM and Greening.

12. Emfuleni Priority Issues

1. Basic Services
2. Financial Viability
3. Economic, Social and Rural Development
4. Good governance and institutional capacity
5. Deepening Democracy
6. Optimal Spatial Development.
7. Healthy environment.